Liza Development,
Guyana

ExxonMobil

In a league of our own

December 9, 2025

ExxonMobil

Cautionary statement

FORWARD-LOOKING STATEMENTS. Statements of future events, conditions, expectations, plans, performance, earnings power, earnings growth at constant prices and margins, potential addressable markets, opportunities, ambitions, or results in this presentation or the subsequent discussion period are forward-looking statements. Similarly, discussions of future projects or markets for carbon capture, transportation, and storage, as well as lower-emission fuels, hydrogen, ammonia, lithium, direct air capture, Proxxima™ systems, carbon materials, low-carbon data centers, and other low carbon and new business plans to reduce emissions and emission intensity of ExxonMobil, its affiliates, or third parties are dependent on future market factors, such as continued technological progress, stable policy support, and timely rule-making and permitting, and represent forward-looking statements. Actual future results, including financial and operating performance; potential earnings, cash flow, surplus cash, dividends, or shareholder returns, including the timing and amounts of share repurchases; total cash capital expenditures and mix, including allocations of capital to low carbon and other new investments; realization and maintenance of structural cost reductions and efficiency gains, including the ability to offset inflationary pressures; plans to reduce future emissions and emissions intensity; ambitions to reach Scope 1 and Scope 2 net zero from operated assets by 2050, to reach Scope 1 and 2 net zero in integrated Upstream Permian Basin unconventional operated assets by 2035, to eliminate routine flaring in line with World Bank Zero Routine Flaring, to reach near-zero methane emissions from operated assets and other methane initiatives, and to meet ExxonMobil's emission reduction plans and goals, divestment and start-up plans, and associated project plans as well as technology advances, including in the timing and outcome of projects to capture and store CO_2, produce hydrogen and ammonia, produce lower-emission fuels, produce lithium, produce Proxxima™ systems, create new advanced carbon materials, and use plastic waste as feedstock for advanced recycling; maintenance and turnaround activity; drilling and improvement programs; price and margin recovery; planned Pioneer or Denbury integration benefits; resource recoveries and production rates; and product sales levels and mix could differ materially due to a number of factors. These include global or regional changes in oil, gas, petrochemicals, or feedstock prices, differentials, seasonal fluctuations, or other market or economic conditions affecting the oil, gas, and petrochemical industries and the demand for our products; new or changing government policy support for lower carbon and new market investment opportunities, or policies limiting the attractiveness of investments such as European taxes on energy and unequal support for different methods of emissions reduction; consumer preferences including for emission-reduction products and technology; uncertain impacts of deregulation on the legal and regulatory environment; changes in interest and exchange rates; variable impacts of trading activities; the outcome of competitive bidding and project awards; regulatory actions in any part of the world targeting public companies in the oil and gas industry; development or changes in local, national, or international laws, regulations, and policies affecting our business including extraterritorial environmental and tax regulation, trade tariffs, and trade sanctions; adoption of regulatory incentives consistent with written law; the ability to realize efficiencies within and across our business lines and to maintain current cost reductions as efficiencies without impairing our competitive positioning; decisions to invest in future reserves; reservoir performance, including variability and timing factors applicable to unconventional projects and the success of new unconventional technologies, and the ability of new technologies to improve recovery relative to competitors; the level, outcome, and timing of exploration and development projects and decisions to invest in future resources; timely completion of construction projects; war, civil unrest, attacks against the company or industry, realignment of global trade and supply chain networks, and other political or security disturbances; expropriations, seizures, and capacity, insurance, import, export, or shipping limitations by foreign governments or international embargoes; changes in market strategy by national oil companies; opportunities for and regulatory approval of investments or divestments; the outcome of other energy companies' research efforts and the ability to bring new technology to commercial scale on a cost-competitive basis; the development and competitiveness of alternative energy and emission reduction technologies; unforeseen technical or operating difficulties, including the need for unplanned maintenance; and other factors discussed here and in Item 1A. Risk Factors of our Form 10-K and also under the sub-heading "Factors Affecting Future Results" found in the "Earnings" section of the "Investors" page of our website at www.exxonmobil.com. All forward-looking statements are based on management's knowledge and reasonable expectations at the time of this presentation and we assume no duty to update these statements as of any future date. Neither future distribution of this material nor the continued availability of this material in archive form on our website should be deemed to constitute an update or re-affirmation of these figures as of any future date. Any future update of these figures will be provided only through a public disclosure indicating that fact.

SUPPLEMENTAL INFORMATION. See the Supplemental Information starting on page 35 through the end of this presentation for additional important information required by Regulation G for non-GAAP measures or that the company considers useful to investors, as well as definitions of terms used in the materials, including capital employed; cash capital expenditures (cash capex); cash flow from operations / asset sales; cash flow from operations ex. identified items, excluding working capital / other; cash flow (CFO) growth at constant prices and margins; cash operating expenses (cash opex) excluding energy and production taxes; earnings (loss) excluding identified items (earnings ex. ident. items); earnings at constant margins (earnings at constant nominal margins), earnings growth at constant prices; earnings growth at constant margins (earnings growth at constant nominal margins); earnings growth at constant prices and margins; earnings before interest, taxes, depreciation, and amortization (EBITDA); operating costs (opex); reinvestment rate; return on average capital employed (ROCE); structural cost savings; unit earnings ex. identified items, and unit earnings growth. Supplemental Information also includes information on the assumptions used in these materials, including assumptions on future crude oil prices and product margins used to develop outlooks regarding future potential outcomes of current management plans.

Our plan for delivering profitable growth and shareholder value far into the future

Investing in an **unmatched portfolio** of high-value opportunities

Delivering **industry-leading execution** and **cost management**[1]

Accelerating deployment of **proprietary technology** in a variety of products and markets

Creating **leading shareholder value**[2] and sharing success with shareholders

See supplemental information for footnotes and definitions.

Driving value and extending our lead

Earnings growth plans

~$25B

by 2030 vs. 2024[1];
increased from >$20B

Cash flow growth plans

~$35B

by 2030 vs. 2024[1];
increased from ~$30B

Return on capital employed

>17%

by 2030[2]

Upstream advantaged production

~65%

of 2030 total production;
increased from >60%[3]

Product Solutions advantaged projects

~$4B

earnings growth contribution by 2030[1];
~60% de-risked from completed projects

Corporate flaring intensity reduction

>60%

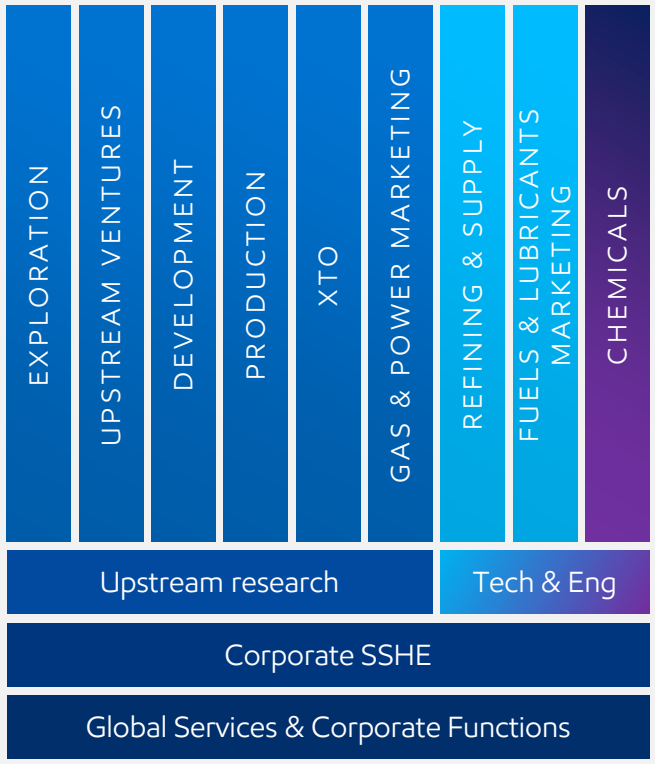
2024 vs. 2016[4];
6 years ahead of 2030 plan

Earnings growth plans and cash flow growth plans are based on Earnings growth at constant prices and margins and Cash flow growth at constant prices and margins.
See supplemental information for footnotes, definitions, and reconciliations.

Corporate

Unique transformation grows and leverages competitive advantages

2016: Siloed businesses



2022+: One company

>95%
of jobs transformed[1]
to drive "one team, one goal"

~$20B
structural cost savings by 2030
vs. 2019; increased from $18B

1
enterprise-wide solution
replacing >10 functional
ERP systems

See supplemental information for footnotes, definitions and reconciliations.

Combined competitive advantages create unique value

Scale

Accelerates experience and learning to drive improvements in effectiveness and efficiency faster and farther than others

Technology

Establishing new foundations for high-value growth by discovering, developing, and deploying game-changing solutions

People

One team, one goal

Integration

Leveraging common processes, skills, and knowledge across diverse markets and products to capture value others can't

Execution Excellence

Consistently doing the right things, the right way, to a high standard to deliver unmatched results

Corporate

Developing game-changing solutions to capture massive opportunities

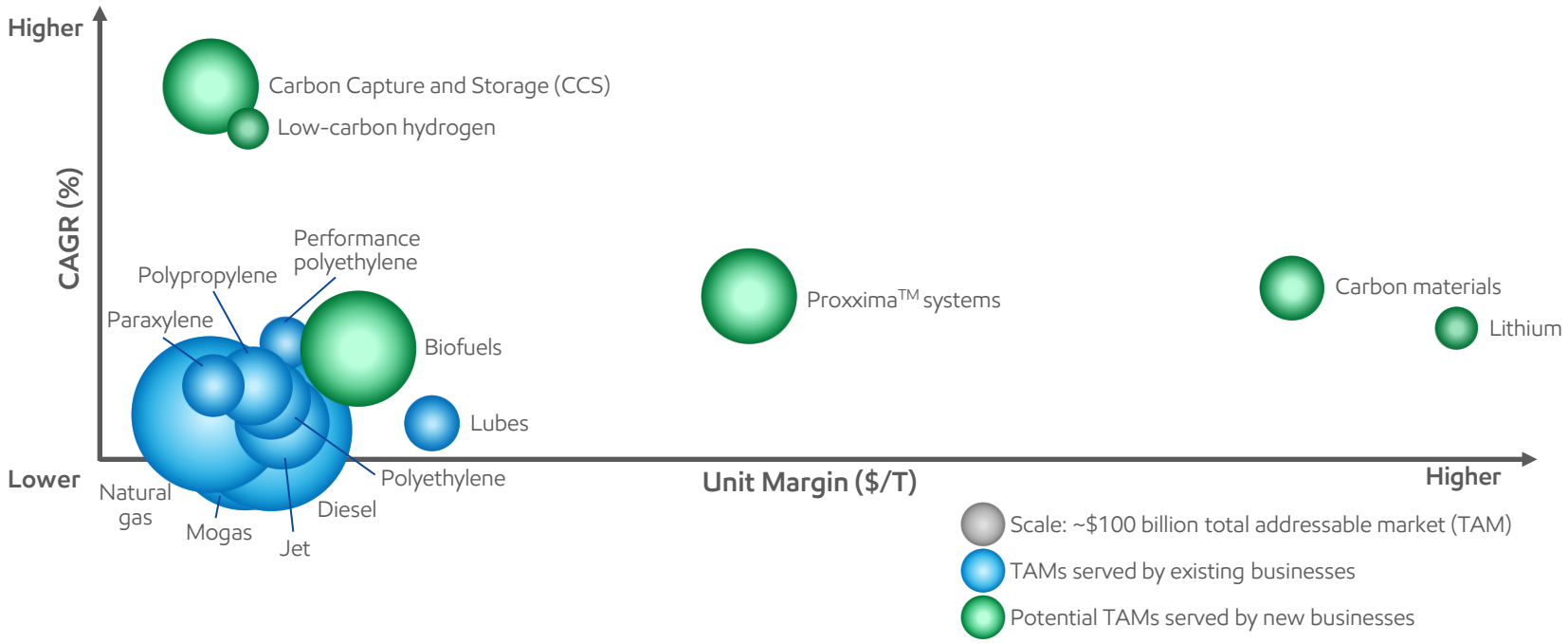
~$4 trillion

Potential addressable markets served by existing and new businesses in 2030[1]

~$8 trillion

Potential addressable markets served by existing and new businesses in 2050[1]

Estimated potential total addressable markets in 2050[1]



Delivering **essential products** and **solutions** to **diverse markets** across the **globe**

Agriculture

Construction & infrastructure

Consumer products

Electronics

Emissions reduction

Energy

Industrial

Medical

Mobility

Packaging

See supplemental information for footnotes and definitions.

Unmatched investment portfolio

~40%

total cash capex as % of total cash flow from operations from 2026-2030[1]

~$100B

cash capex for major investments planned to start up in 2026-2030[2]

~$50B

major investments cumulative earnings contribution from 2026-2030[3]

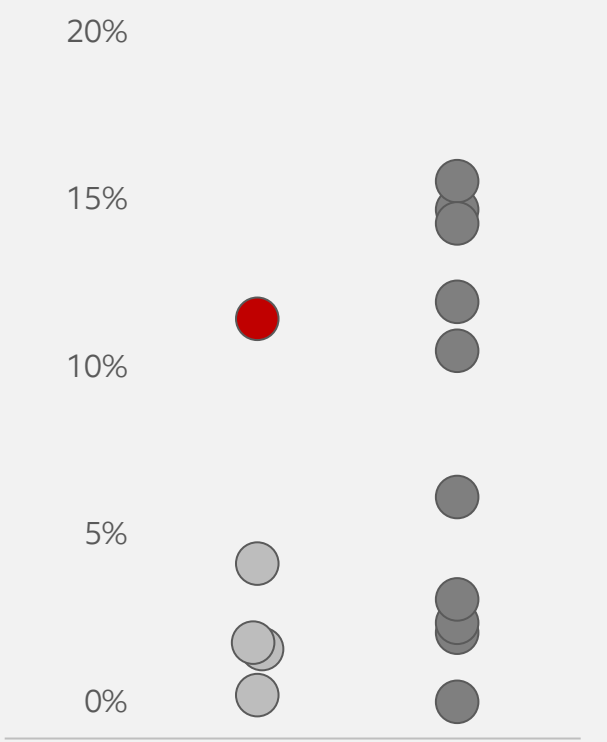
>40%

full-life returns on major investments[4]

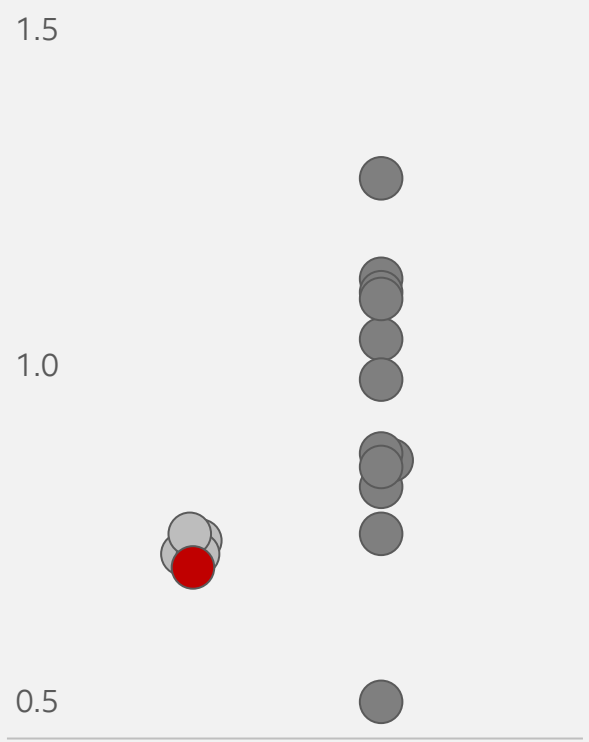
See supplemental information for footnotes and definitions.

Differentiated performance provides significant shareholder upside

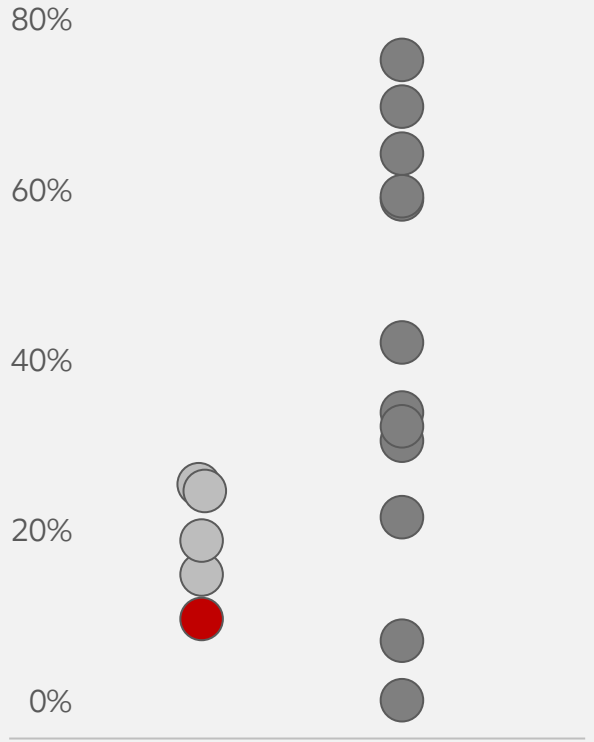
Stronger cash flow growth[1]
Cash flow from operations CAGR, 2019-2025E



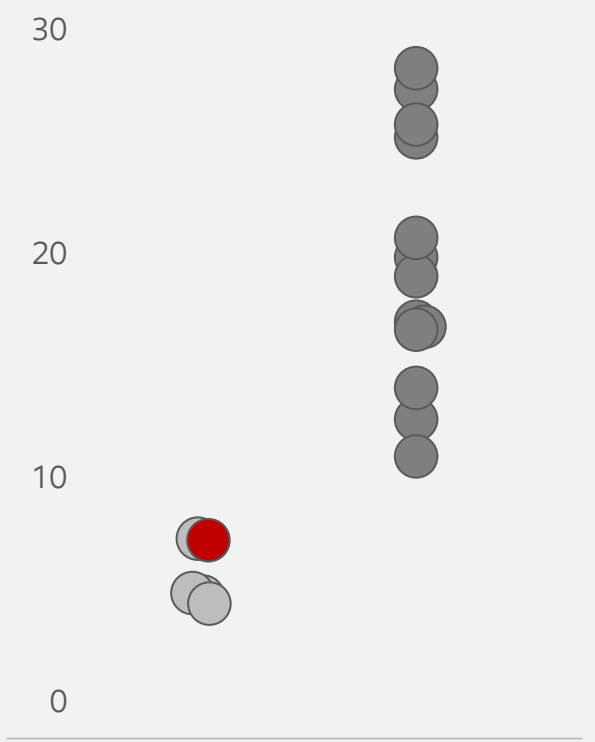
Lower volatility[2]
5-year beta vs. S&P 500



Strength to invest through cycles[3]
Net debt-to-capital (%)

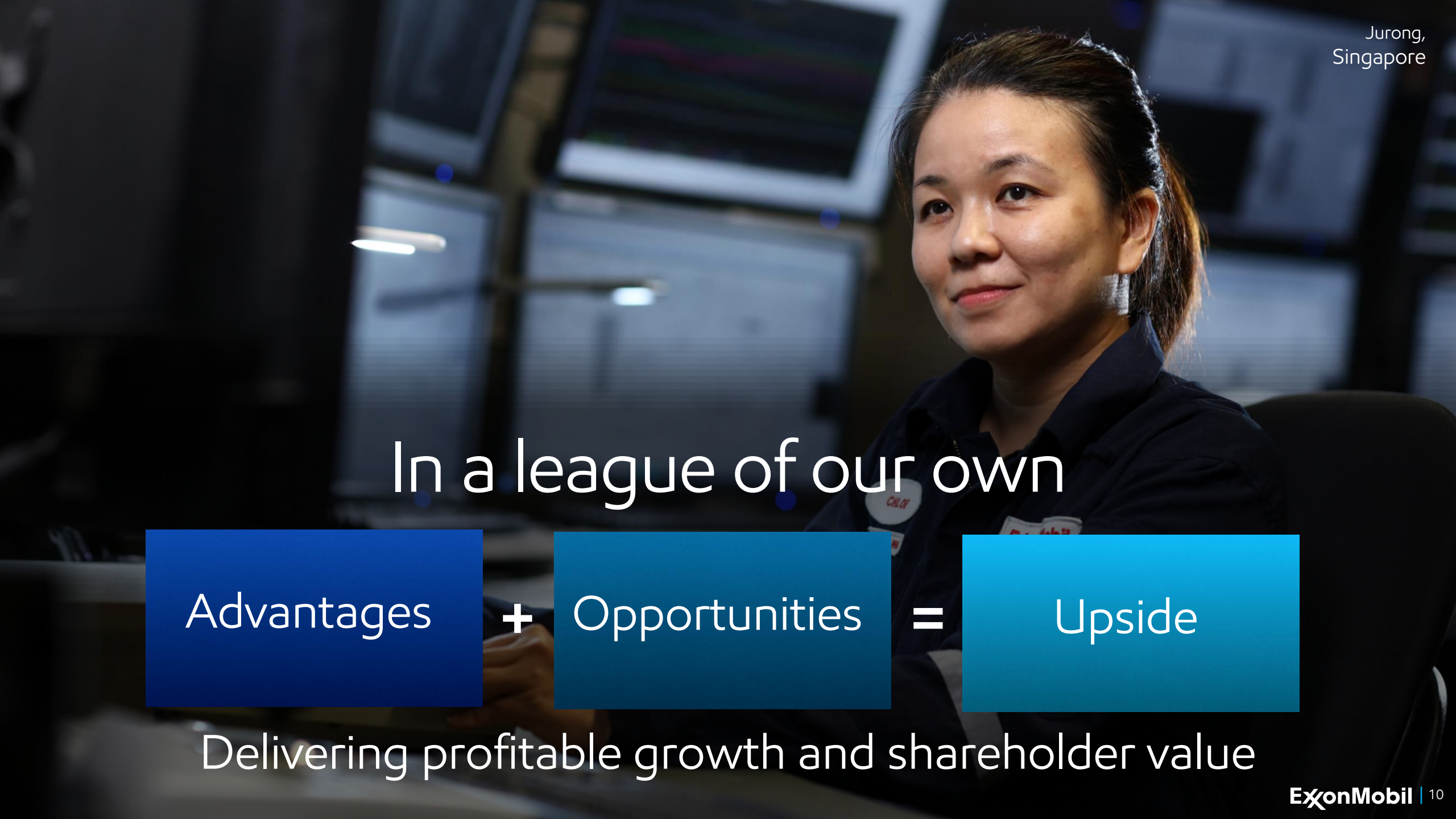


Upside opportunity[4]
EV/EBITDA multiple, 2026E



ExxonMobil IOCs Large-cap industrials[5]

Data sourced from FactSet and Bloomberg. See supplemental information for footnotes and definitions.



In a league of our own

Advantages + Opportunities = Upside

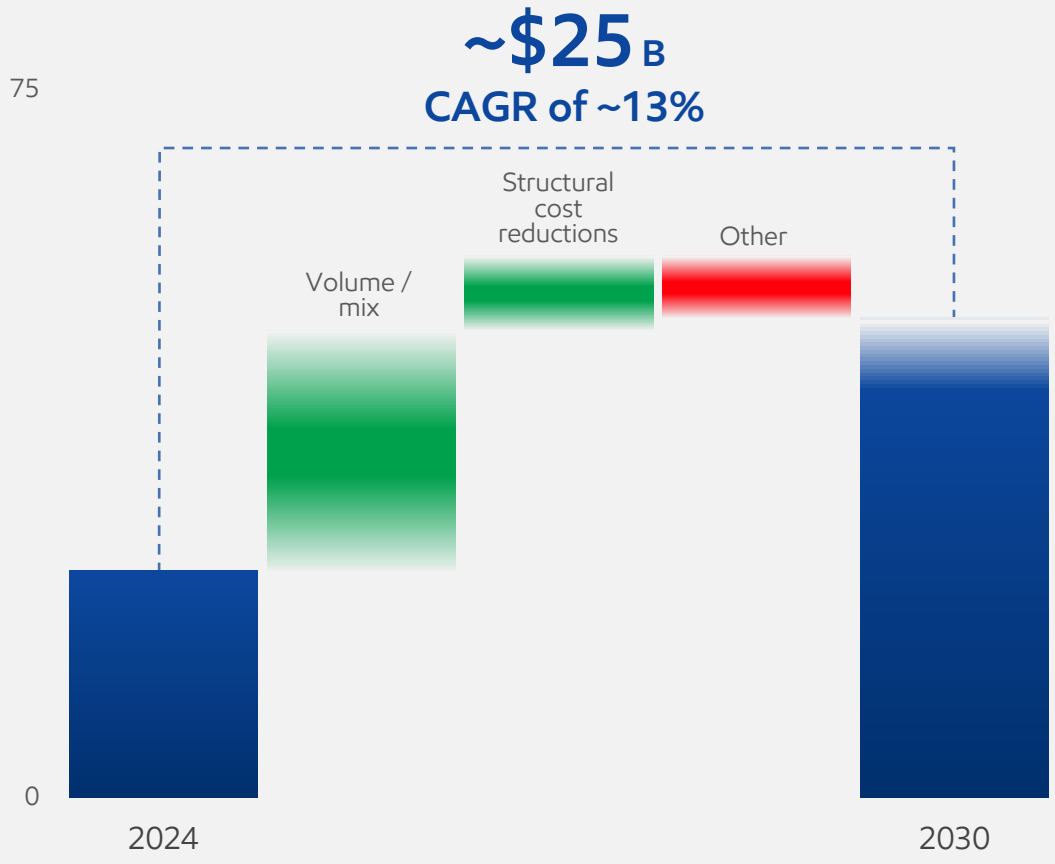
Delivering profitable growth and shareholder value

Plan delivers outstanding shareholder value

Earnings growth at constant prices and margins[1]

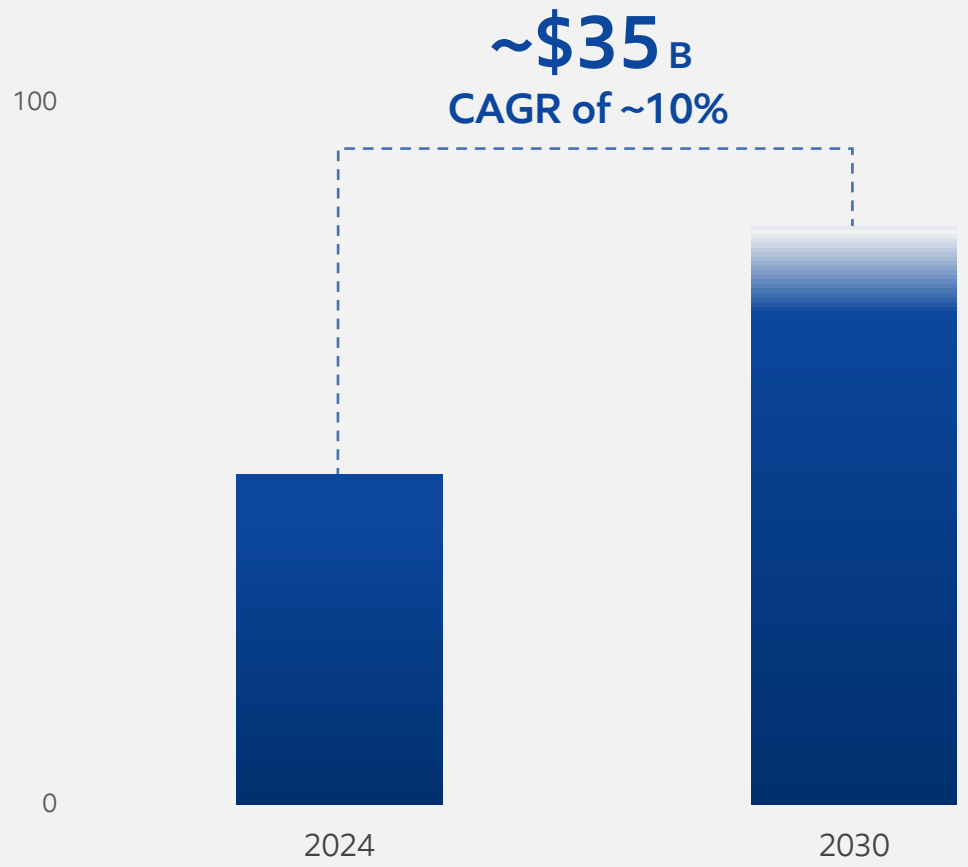
Billion USD

(EPS CAGR excludes uplift from share buybacks)



CFO growth at constant prices and margins[2]

Billion USD

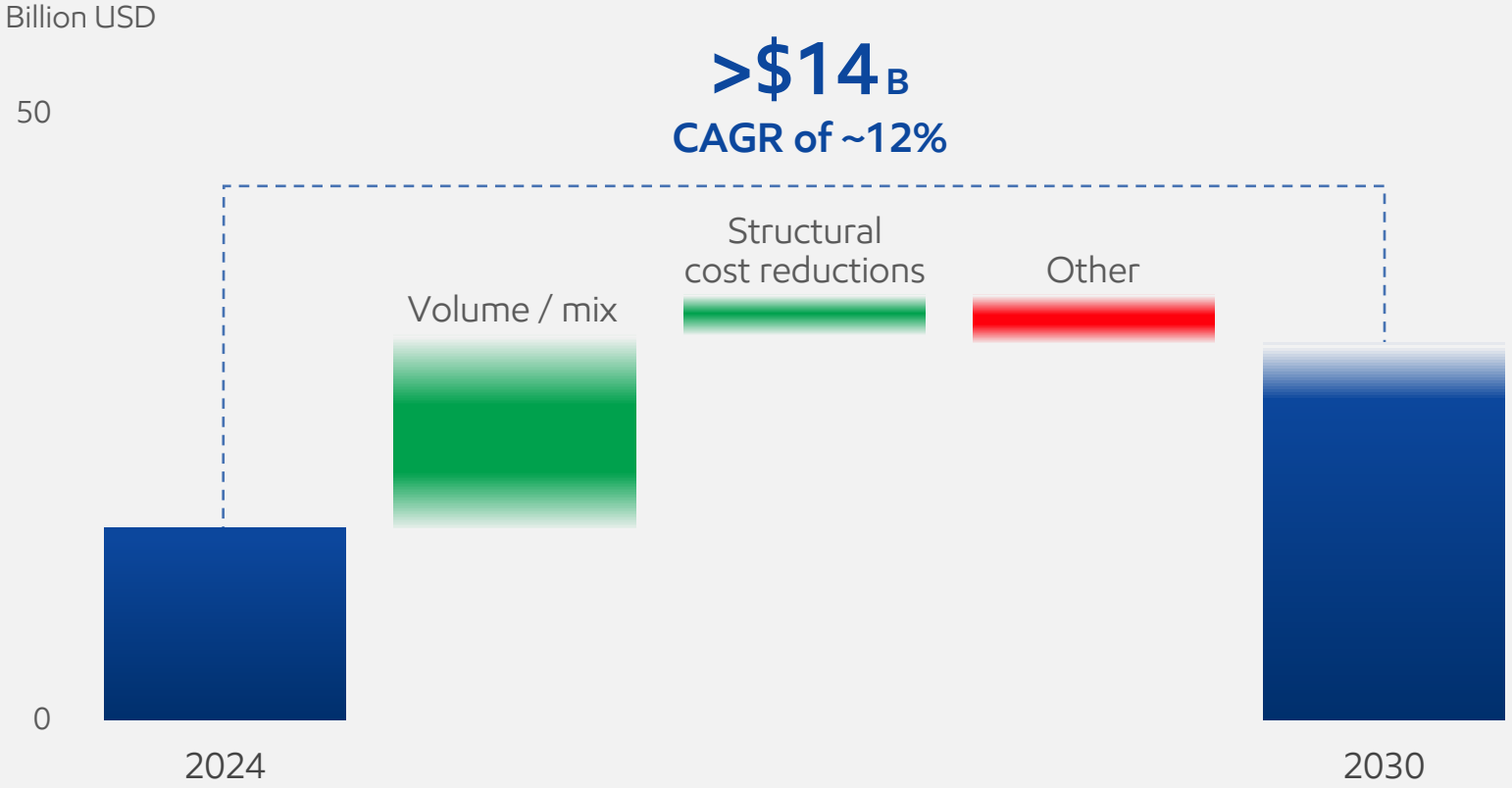


See supplemental information for footnotes, definitions, and reconciliations.

Upstream

Portfolio and technology advantages drive plan-on-plan outperformance

Earnings growth at constant prices[1]



Production and unit earnings (constant price basis)

Moebd	~4.3	~5.5
$/oeb	~$10	>$15

~$5B
of additional growth driven by technology, base optimization, and further structural cost reductions[2]

>$15/bbl
unit earnings by 2030; $2/bbl higher vs. prior guidance

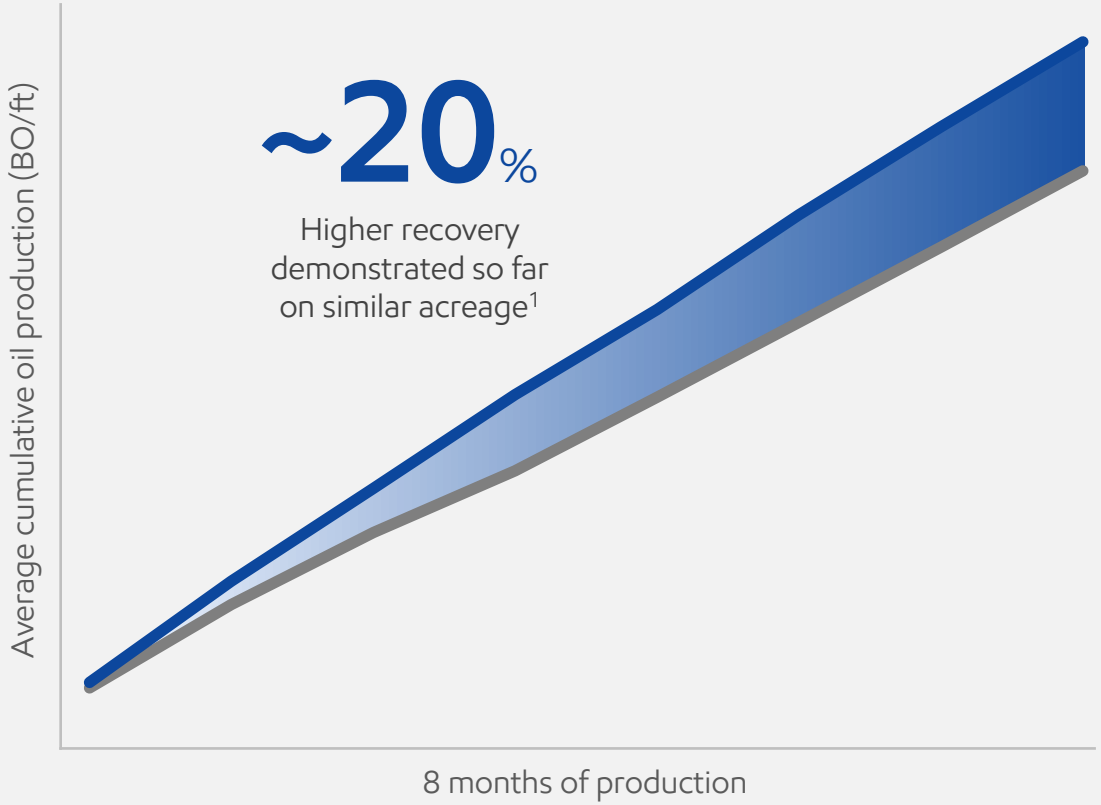
~5.5 Moebd
production by 2030; 100 Koebd increase vs. prior guidance driven by Permian growth

See supplemental information for footnotes, definitions, and reconciliations.

Deep technology pipeline provides line of sight to doubling recovery and growth beyond 2030

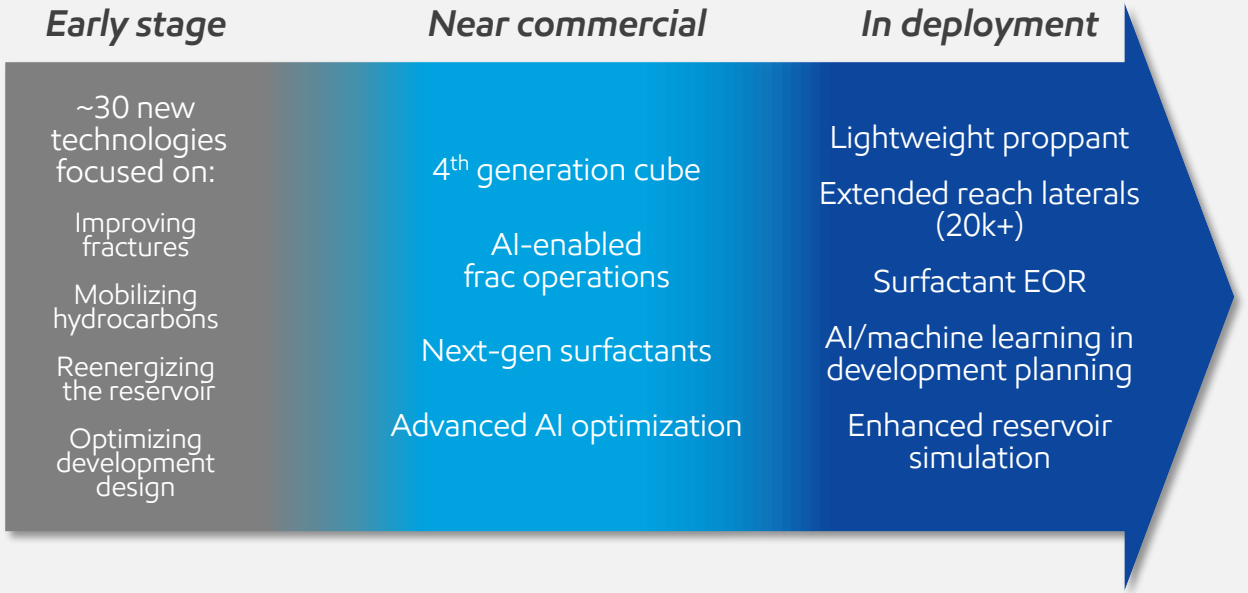
Proprietary lightweight proppant is a game changer

ExxonMobil well performance


~20%
Higher recovery demonstrated so far on similar acreage[1]
Average cumulative oil production (BO/ft)
8 months of production

40+ technologies leveraging unique competitive advantages

Technology pipeline



*On path to **2x recovery***

ExxonMobil wells completed with lightweight proppant[2]
ExxonMobil wells completed with standard proppant[2]

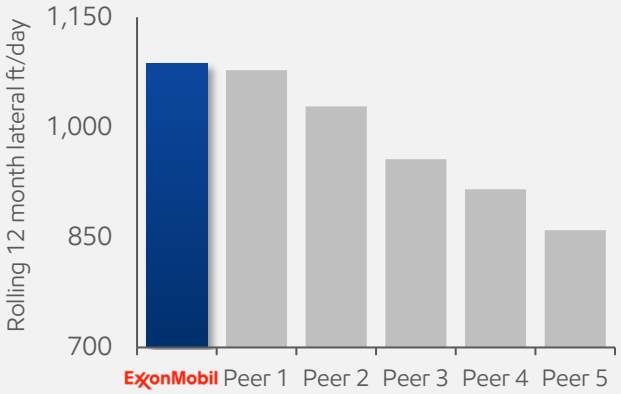
See supplemental information for footnotes and definitions.

Permian

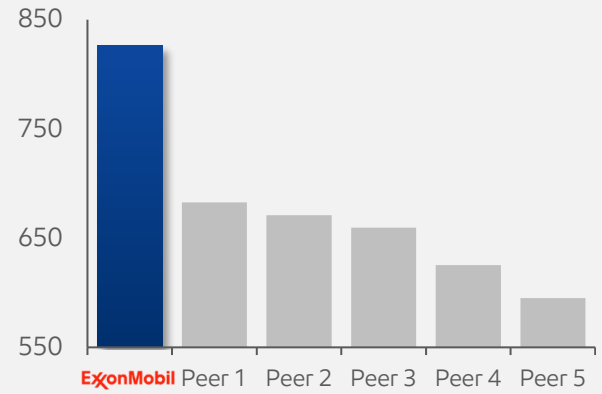
Setting new standards today and extending our lead through 2030

Industry-leading drilling performance across Permian Basin

Midland basin drilling efficiency[1]

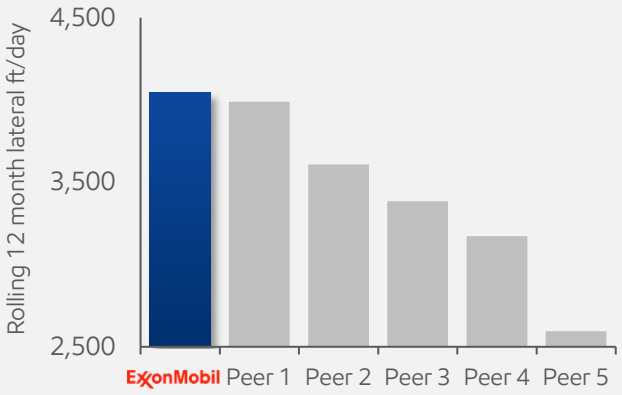


Delaware basin drilling efficiency[2]

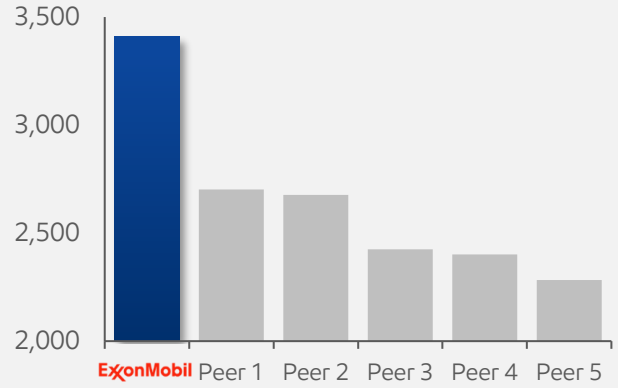


Leading the Permian Basin in completions efficiency

Midland basin completions efficiency[3]



Delaware basin completions efficiency[2]



~40%

lower drilling & completions cost by 2030[4]; 10 percentage points improvement vs. previous plan

~$30/bbl

cost of supply; $5/bbl lower than previous plan[5]

~2.5 Moebd

2030 Permian production; 200 Koebd increase vs. prior guidance

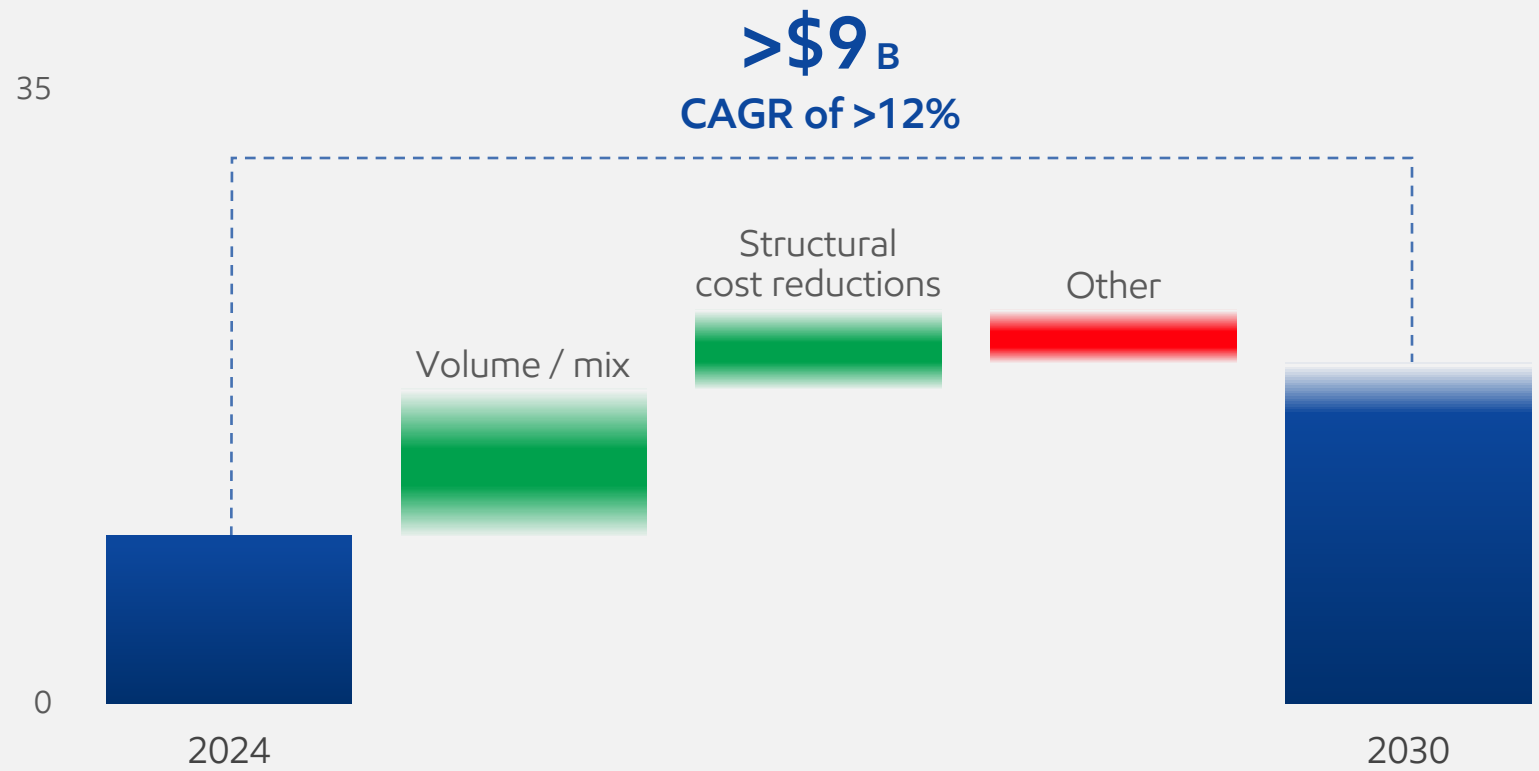
2x

increase in Pioneer synergies from closing; $4B/yr over 10-year period[6]

See supplemental information for footnotes and definitions.

Successful 2025 start-ups de-risk earnings growth plans to 2030

Earnings growth at constant nominal margins[1]



~$4B
of earnings growth by 2030 from advantaged projects; ~60% de-risked from completed projects

>40%
of 2030 earnings contribution delivered by high-value products

Building new high-growth, high-margin businesses

Continued cost discipline drives further structural cost reductions

See supplemental information for footnotes, definitions, and reconciliations.

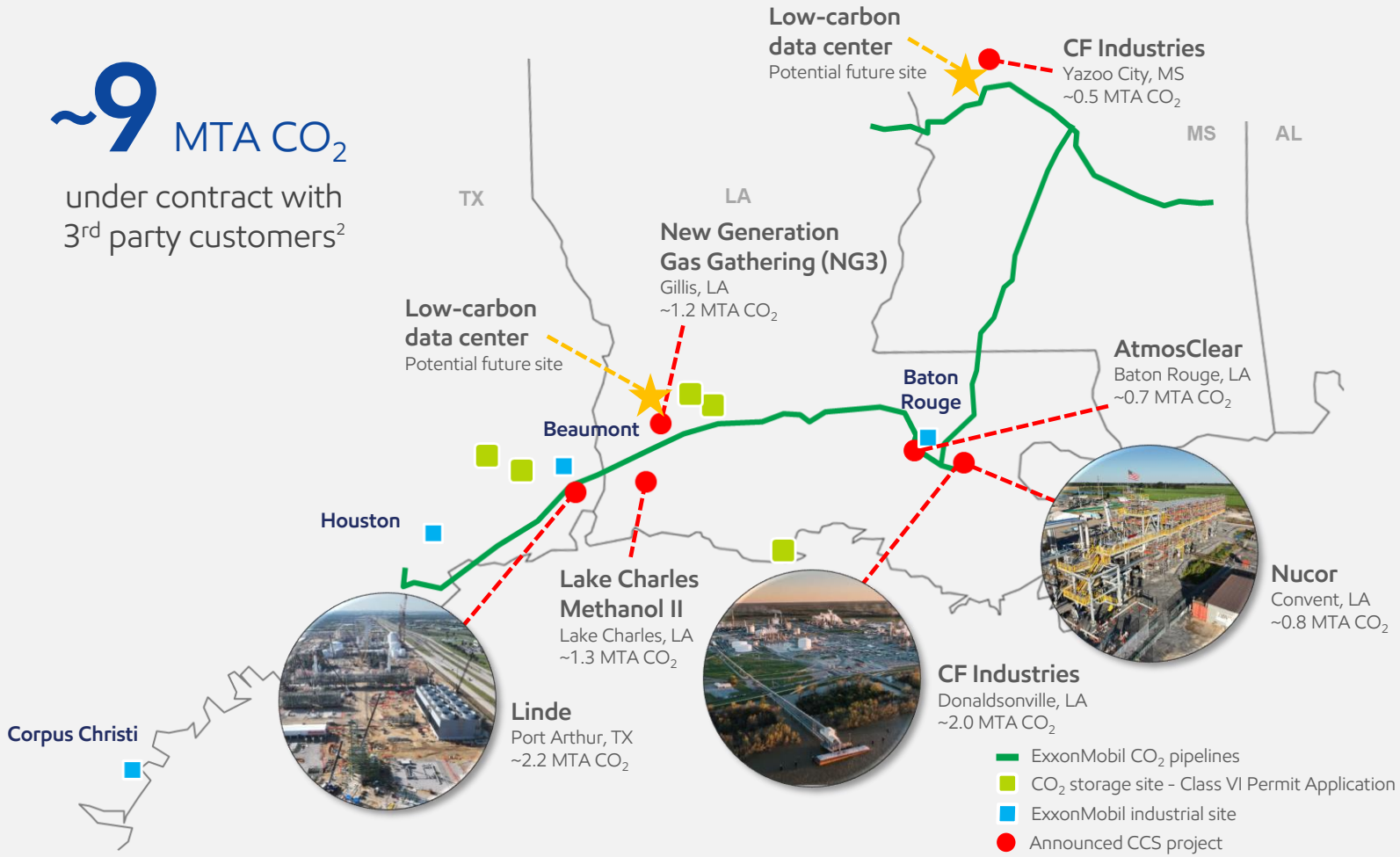
Low Carbon Solutions

Continuing to expand high-value U.S. Gulf Coast CCS business

World's first large scale end-to-end CCS system[1]

~9 MTA CO_2

under contract with 3rd party customers[2]



All location information is approximate and has potential to change as projects are developed and implemented.
See supplemental information for footnotes and definitions.

Largest owned and operated CO_2 pipeline and storage network

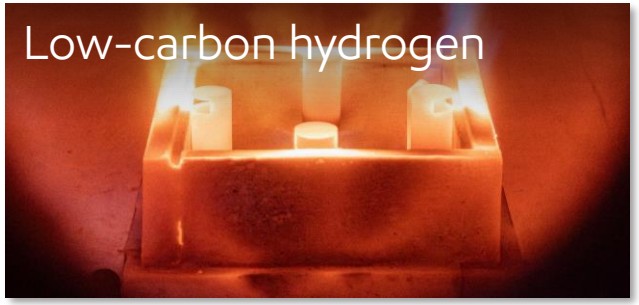
Leveraging unmatched assets and capabilities

- Subsurface / drilling expertise
- Pipeline construction & operations
- Project development
- Capture technology

Advancing major integrated low-carbon-powered data center project leveraging unique CCS position

- Expected to FID by year-end 2026

New businesses grow earnings potential to ~$13B by 2040



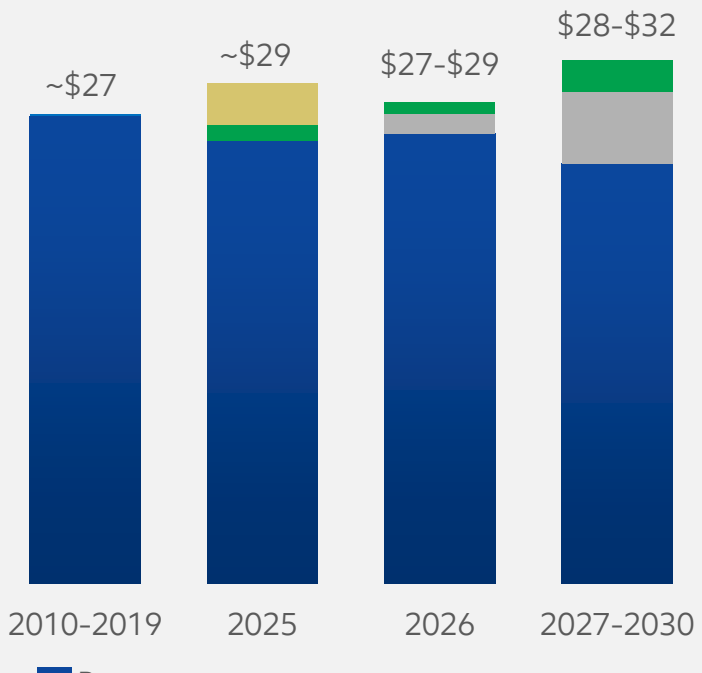
Pacing lower emissions opportunities with policy support and market development[1]

See supplemental information for footnotes and definitions.

Driving higher earnings and cash flow through focused capital investment

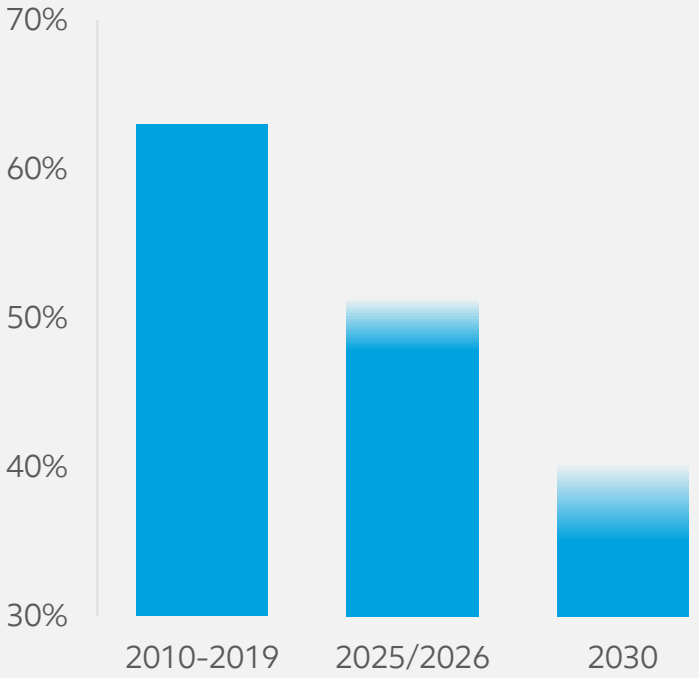
Cash capex inclusive of pipeline of early-stage, high-return new business opportunities and major projects

Cash capex, billion USD



Declining reinvestment rate

Reinvestment rate = cash capex / cash flow from operations ex. working capital/other[1]



Cash flow is on a constant price and margin basis.
See supplemental information for footnotes, definitions, and reconciliations.

Plan base cash capex held roughly flat near term; longer term down slightly

Pursuing ~$20B in lower-emission investments 2025-2030[2]

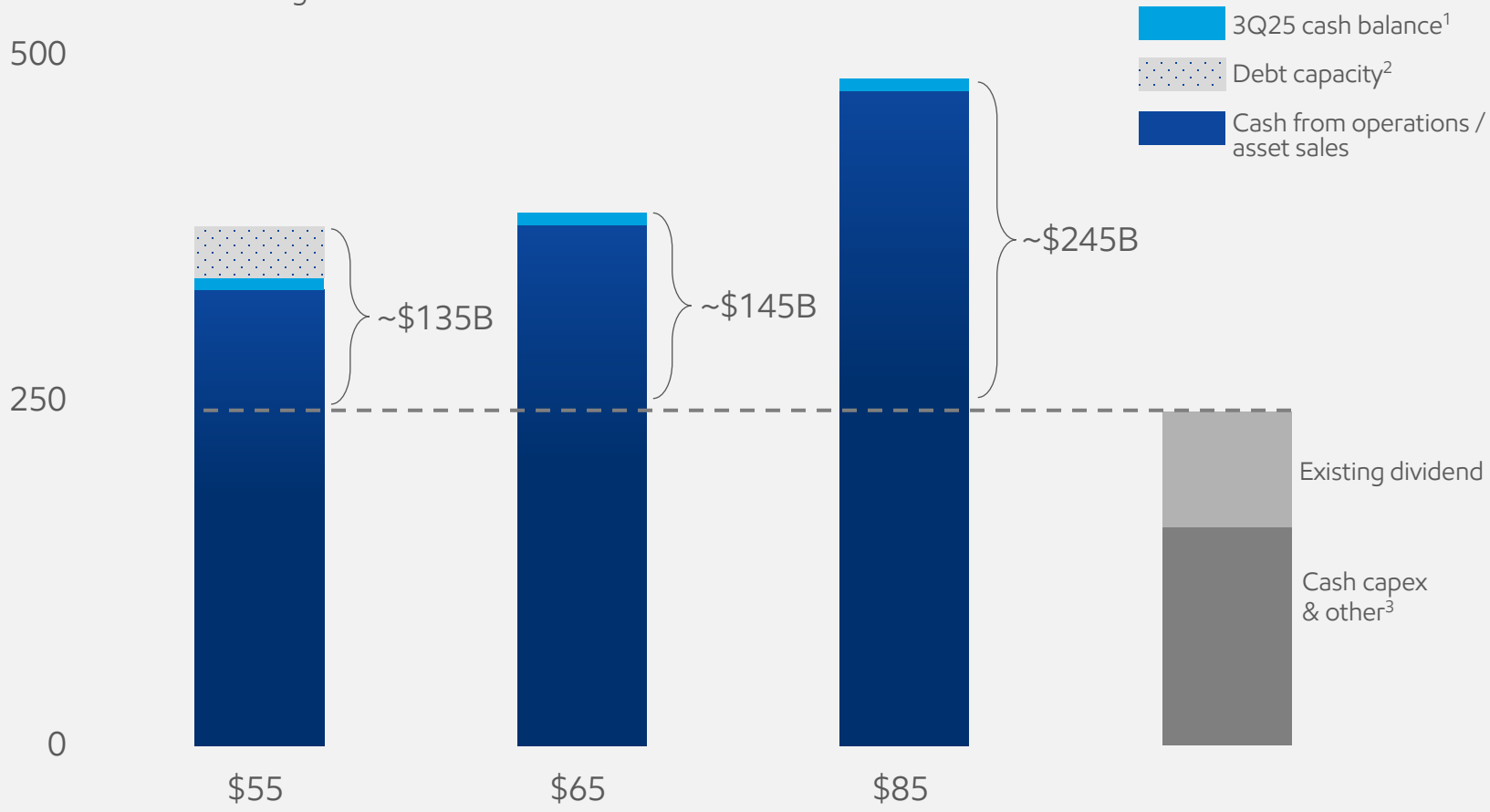
Early-stage project cash capex increasing as LNG developments advance

Corporate

Disciplined capital allocation drives strong shareholder returns

Robust surplus cash potential provides flexibility across cycles

Billion USD, $55, $65, $85 real Brent
Cumulative 2026 through 2030[1,2]



Advantaged opportunity set and strong balance sheet mitigate against downside risk

Breakeven ~$30 per barrel in 2030[4]

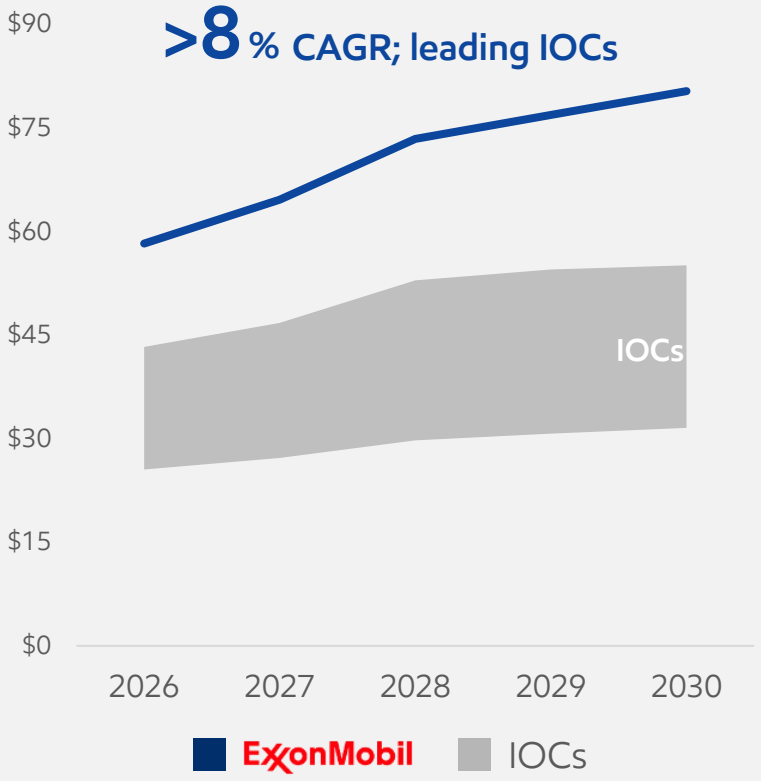
Continuing $20B repurchase pace per year through 2026, assuming reasonable market conditions

See supplemental information for footnotes and definitions.

ExxonMobil's industry-leading cash flow potential recognized in consensus

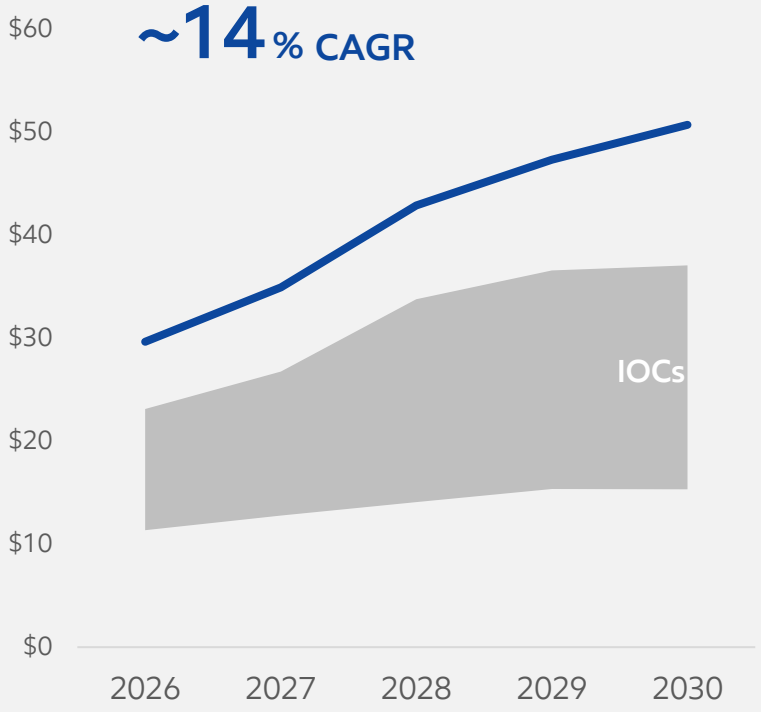
Long-term operating cash flow growth supported by robust earnings[1]

Billion USD; consensus CFO



Sustained free cash flow growth driven by capital-disciplined investments[2]

Billion USD; consensus FCF

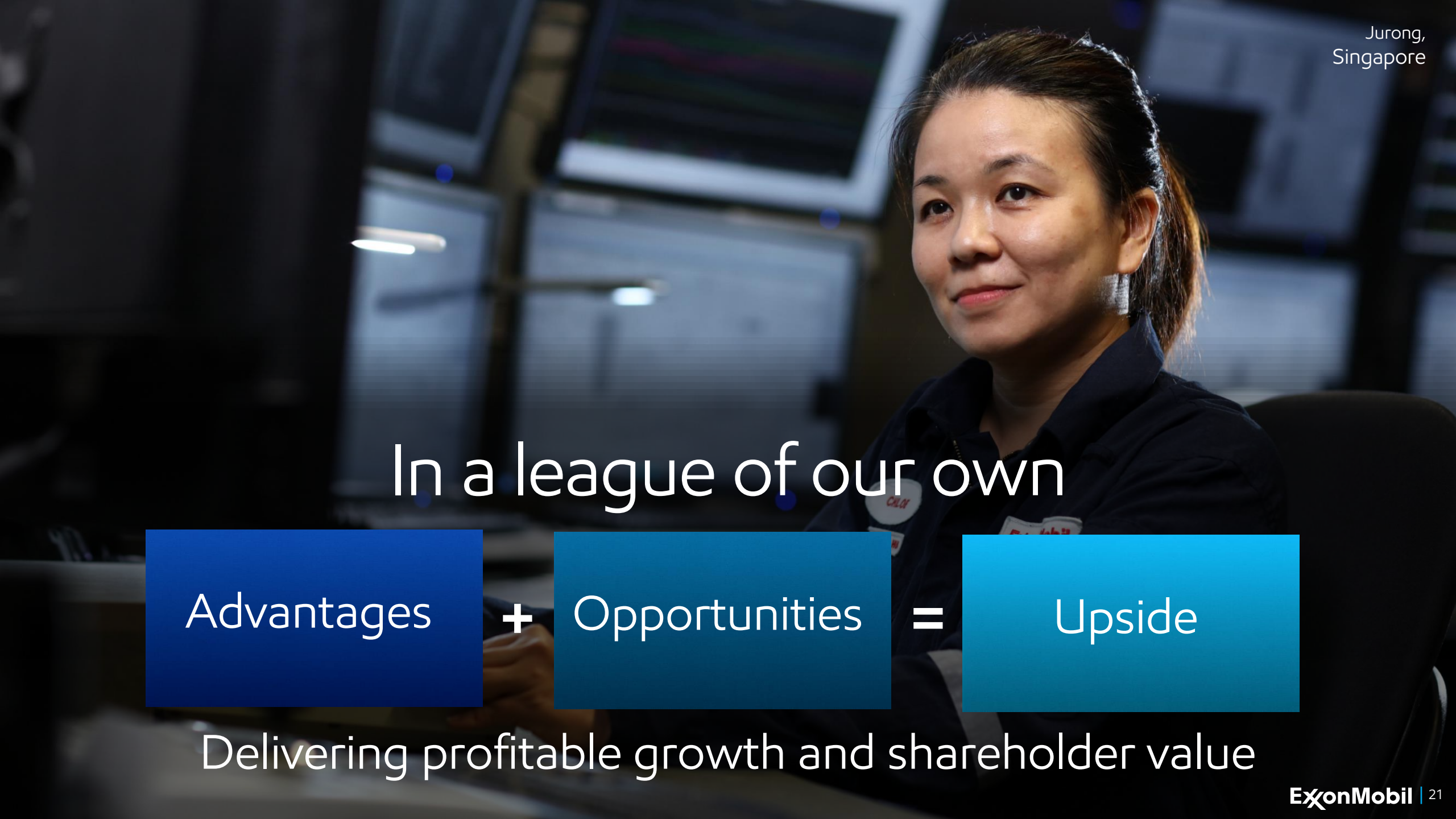


FactSet consensus as of December 1, 2025 for all charts.
See supplemental information for footnotes and definitions.

Investing in the best portfolio of opportunities in our history and growing free cash flow

Improved upon last year's plan for earnings and cash flow growth to 2030

Proven strategy and exceptional execution keep us in a league of our own



In a league of our own

Advantages + Opportunities = Upside

Delivering profitable growth and shareholder value

Port Allen,
Louisiana

Q&A

Supplements and footnotes

2026 guidance

~4.9 Moebd
Upstream production, with ~60% from advantaged assets

~1.8 Moebd
Permian production

$27-$29 B
cash capex

$20 B
share repurchases[1]

See supplemental information for footnotes and definitions.

Strategic choices continue to drive earnings power

Upstream

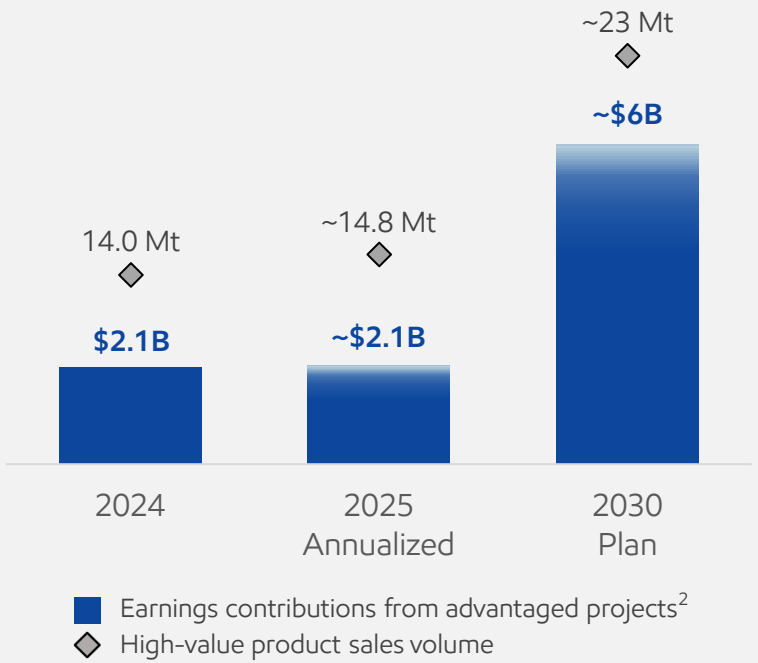
Advantaged assets underpin improved unit profitability

Increasing Upstream unit earnings ex. identified items
Constant price basis[3]

	2019	2025 YTD	2030 Plan
$/oeb	~$5	>$11	>$15

Product Solutions

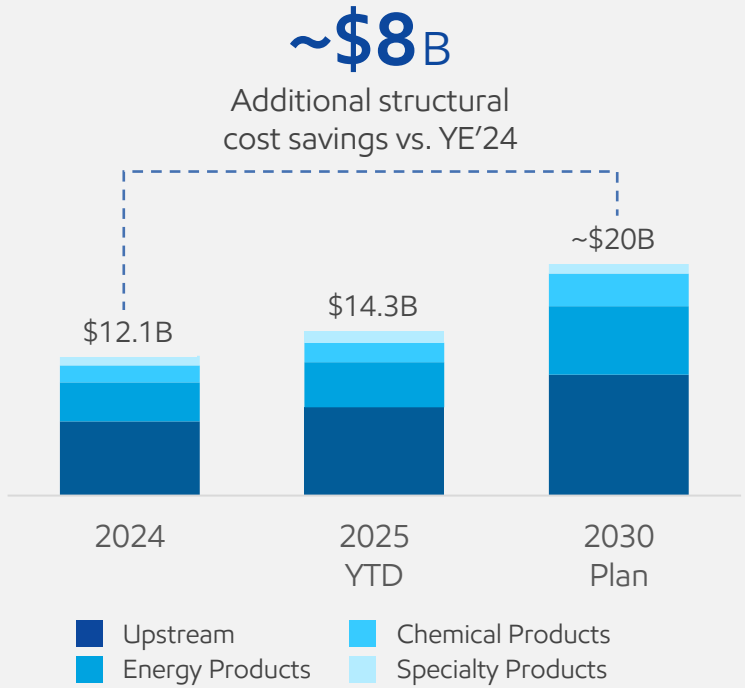
Advantaged projects drive high-value product growth



>40% of 2030 earnings plan driven by high-value products[4]

Company-wide

Fundamentally transforming company's cost base



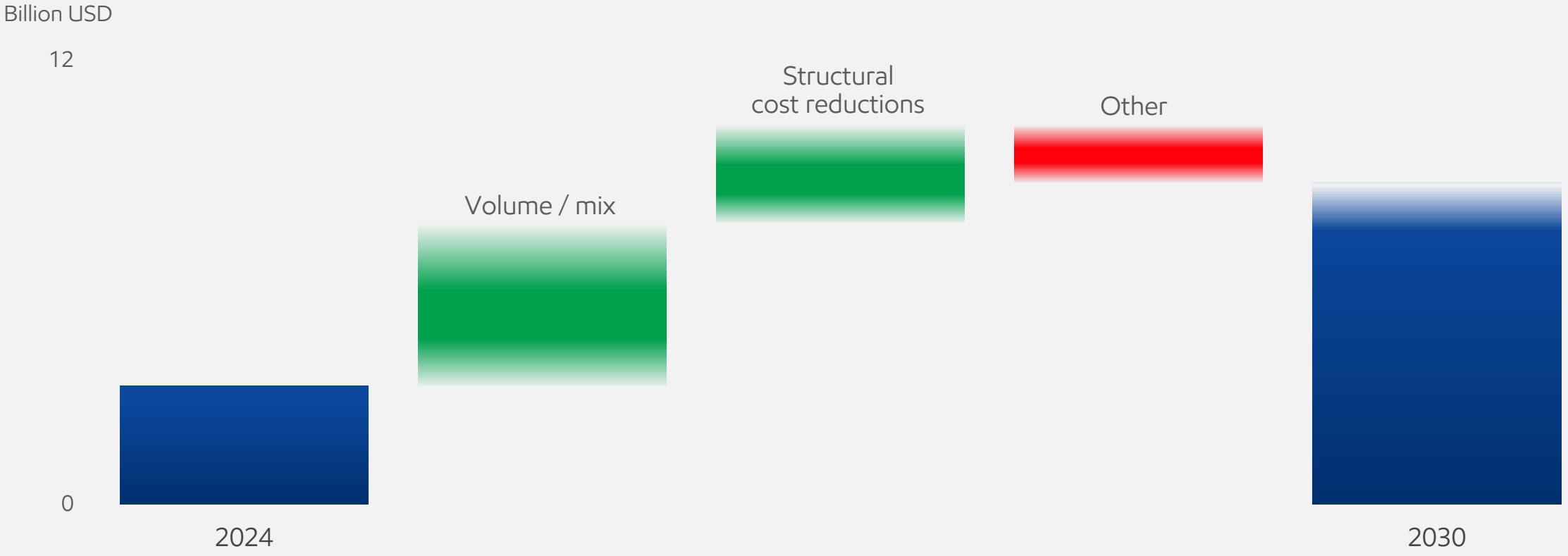
~$20B structural cost savings by 2030 vs. 2019

See supplemental information for footnotes, definitions, and reconciliations.

Mix improvements and structural cost reductions driving earnings growth to 2030

Earnings growth at constant nominal margins[1]

CAGR of >15%



Throughput and unit earnings (per bbl; constant margin basis)

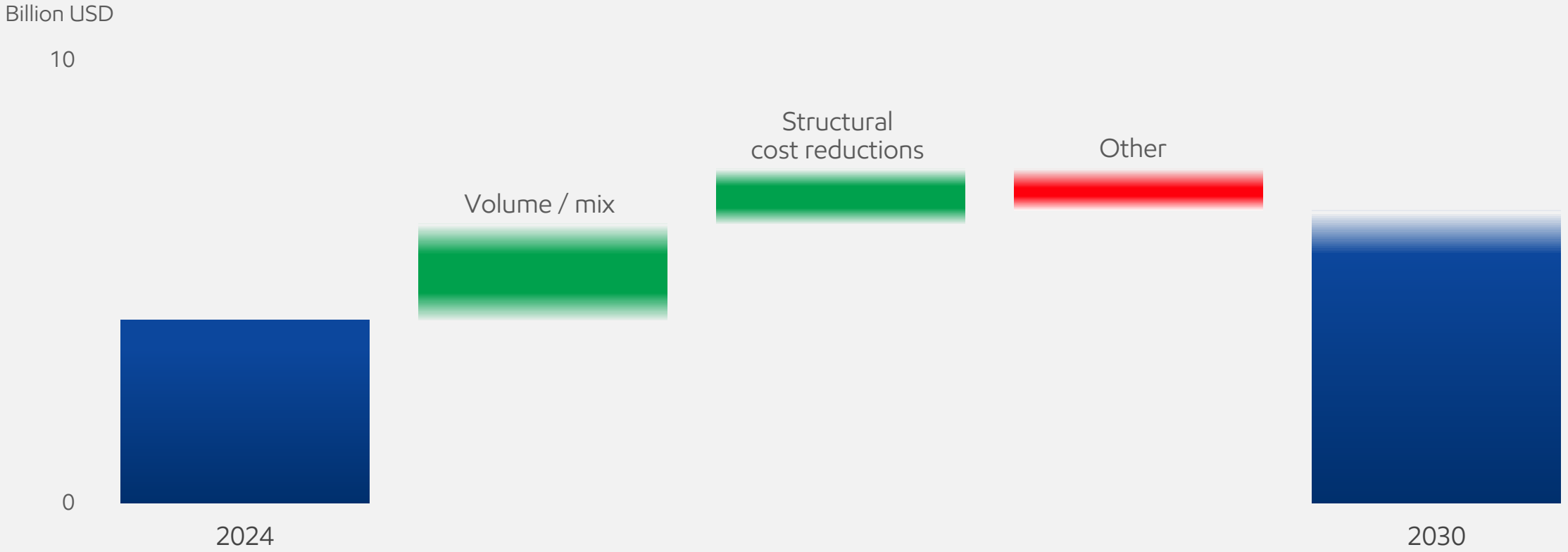
Mbd	~3.9	~3.7
$/bbl	~$2	~$6

See supplemental information for footnotes, definitions, and reconciliations.

High-value products and structural cost reductions drive earnings growth to 2030

Earnings growth at constant nominal margins[1]

CAGR of ~8%



Chemical Product Sales (Mt) and unit earnings (per ton; constant margin basis)

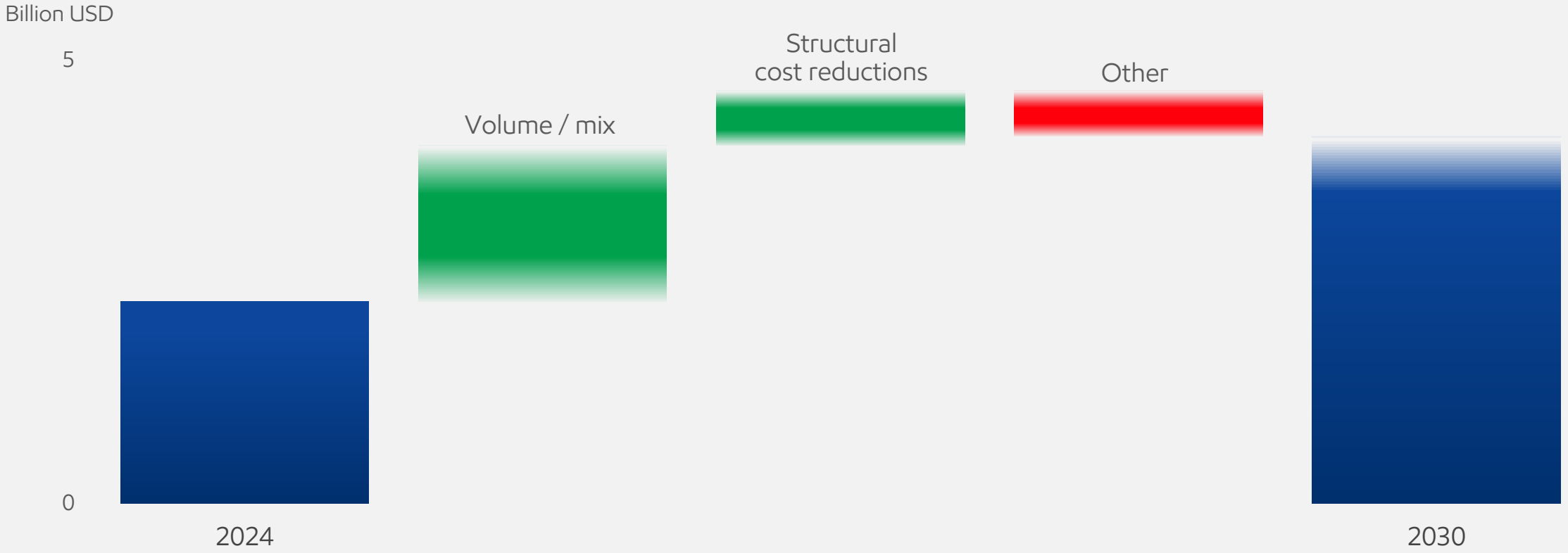
Mt	~19.4	~23.0
$/ton	~$215	~$285

See supplemental information for footnotes, definitions, and reconciliations.

High-value products, new businesses, and structural cost reductions drive earnings growth to 2030

Earnings growth at constant nominal margins[1]

CAGR of ~10%



Specialty Product Sales (Mt) and unit earnings (per ton; constant margin basis)

Mt	~7.7	~9.0
$/ton	~$295	~$460

See supplemental information for footnotes, definitions, and reconciliations.

Disciplined capital allocation focused on driving shareholder returns

Permian Basin, New Mexico

Invest in competitively advantaged, strong return projects

Annual cash capex program
2026: $27B - $29B
2027 – 2030: $28B - $32B

Strongest portfolio
in company history

Maintain a strong balance sheet

Strong AA- credit rating
access to low-cost and readily available funding sources

Net debt to capital
lowest among IOCs[1]

Share success with shareholders

43 years of annual dividend-per-share growth

Shareholder buybacks
on pace for $20B in 2025 and 2026[2]

See supplemental information for footnotes and definitions.

Project details

Location	Projects	Gross investment basis capacity[1]	Next milestone / start-up timing
Guyana	Uaru	+250 Kbd	Start-up in 2026
	Whiptail	+250 Kbd	Start-up in 2027
	Hammerhead	+150 Kbd	Start-up in 2029
	Longtail	+250 Kbd	Start-up in 2030
LNG	Papua	+6 MTA	FID in 2026
	Rovuma Phase 1	+18 MTA	FID in 2026

*LNG projects name plate capacity is based on external basis (MTA annual average).
See supplemental information for definitions.

Project details

Segment	Projects	Aggregate investment basis volume/ capacity impact	Next milestone / start-up timing
Chemical Products	Advanced Recycling	+740 Kta Waste Plastic Recycling Capacity	Multiple start-ups from 2026-2027
Energy Products	U.S. Gulf Coast Asset Reconfiguration	+100 Kbd Distillate	Multiple start-ups from 2028-2030

Segment	New businesses	Aggregate investment basis volume/capacity impact	Next milestone / start-up timing
Specialty Products	Proxxima™ Thermoset Resins	+200 Kta Proxxima™ Capacity	Multiple start-ups from 2027-2030
Specialty Products	Battery Anode Materials Graphite (Carbon Materials)	+300T Advanced Coke (Pilot plant) +20 Kta Advanced Graphite (Phase 1)	Start-up in 2026 Start-up in 2029

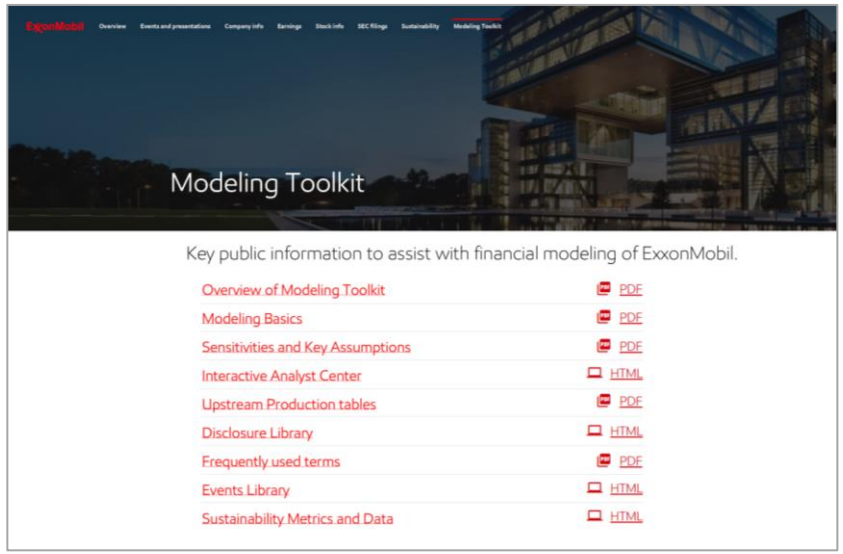
See supplemental information for definitions.

Project details

Business area	Projects / agreements	Investment basis volume/ capacity impact	Next milestone / start-up timing
U.S. Gulf Coast Carbon Capture and Storage (Industry Served)	Nucor Steel, Convent, Louisiana (Steel Production)	0.8 MTA Carbon Dioxide	Start-up in 2026
	Linde, Beaumont, Texas (Industrial Gases)	2.2 MTA Carbon Dioxide	Start-up in 2026
	New Generation Gas Gathering (NG3), Gillis, Louisiana (Natural Gas Processing)	1.2 MTA Carbon Dioxide	Start-up in 2026
	CF Industries, Yazoo City, Mississippi (Ammonia Production)	0.5 MTA Carbon Dioxide	Start-up in 2028
	AtmosClear, Baton Rouge, Louisiana (Biogenic CO_2)	0.7 MTA Carbon Dioxide	Start-up in 2029
	Lake Charles Methanol, Lake Charles, Louisiana (Blue methanol)	1.3 MTA Carbon Dioxide	Start-up in 2030
	Low-carbon data center project (Power plant for data center)	1.0 GW, 3.5 MTA	FID in 2026

See supplemental information for definitions.

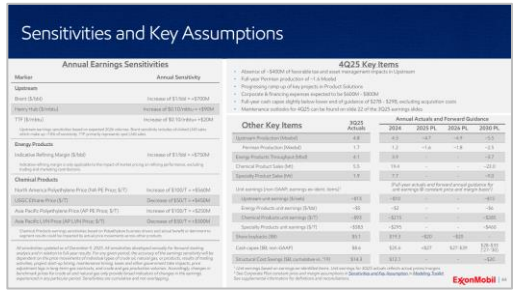
Further enhancing disclosures and increasing transparency


Modeling Toolkit
Key public information to assist with financial modeling of ExxonMobil.
Overview of Modeling Toolkit PDF
Modeling Basics PDF
Sensitivities and Key Assumptions PDF
Interactive Analyst Center HTML
Upstream Production tables PDF
Disclosure Library HTML
Frequently used terms PDF
Events Library HTML
Sustainability Metrics and Data HTML

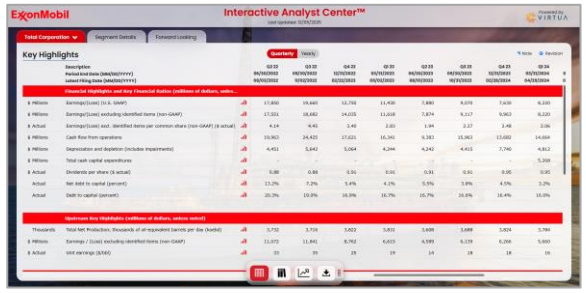
Explore our Modeling Toolkit

(located in Investors section of our website)

What is included?



Sensitivities and Key Assumptions



Interactive Analyst Center

'How to model XOM' Overview

Earnings sensitivities for upstream, refining, and chemical businesses

Platform containing select historical and forward-looking financial and operating data

Guide to how to model different ExxonMobil businesses

Sensitivities and Key Assumptions

Annual Earnings Sensitivities

Marker	Annual Sensitivity
Upstream	
Brent ($/bbl)	Increase of $1/bbl = +$700M
Henry Hub ($/mbtu)	Increase of $0.10/mbtu = +$90M
TTF ($/mbtu)	Increase of $0.10/mbtu= +$20M
Upstream earnings sensitivities based on expected 2026 volumes. Brent sensitivity includes oil-linked LNG sales which make up ~10% of sensitivity. TTF primarily represents spot LNG sales.	
Energy Products	
Indicative Refining Margin ($/bbl)	Increase of $1/bbl = +$800M
Indicative refining margin is only applicable to the impact of market pricing on refining performance, excluding trading and marketing contributions.	
Chemical Products	
North America Polyethylene Price (NA PE Price; $/T)	Increase of $100/T = +$560M
USGC Ethane Price ($/T)	Decrease of $50/T = +$450M
Asia Pacific Polyethylene Price (AP PE Price; $/T)	Increase of $100/T = +$250M
Asia Pacific LVN Price (AP LVN Price; $/T)	Decrease of $50/T = +$300M
Chemical Products earnings sensitivities based on Polyethylene business drivers and actual benefit or detriment to segment results could be impacted by actual price movements across other products.	

All sensitivities updated as of December 9, 2025. All sensitivities developed annually for forward-looking analysis and in relation to full-year results. For any given period, the accuracy of the earnings sensitivity will be dependent on the price movements of individual types of crude oil, natural gas, or products, results of trading activities, project start-up timing, maintenance timing, taxes and other government take impacts, price adjustment lags in long-term gas contracts, and crude and gas production volumes. Accordingly, changes in benchmark prices for crude oil and natural gas only provide broad indicators of changes in the earnings experienced in any particular period. Sensitivities are cumulative and not overlapping.

4Q25 Key Items

- Absence of ~$400M of favorable tax and asset management impacts in Upstream
- Full-year Permian production of ~1.6 Moebd
- Progressing ramp up of key projects in Product Solutions
- Corporate and financing expenses expected to be $600M - $800M
- Full-year cash capex slightly below lower end of guidance of $27B - $29B, excluding acquisition costs
- Maintenance outlooks for 4Q25 can be found on slide 22 of the 3Q25 earnings slides

Other Key Items

	3Q25 Actuals	Annual Actuals and Forward Guidance			
		2024	2025 PL	2026 PL	2030 PL
Upstream Production (Moebd)	4.8	4.3	~4.7	~4.9	~5.5
Permian Production (Moebd)	1.7	1.2	~1.6	~1.8	~2.5
Energy Products Throughput (Mbd)	4.1	3.9	-	-	~3.7
Chemical Product Sales (Mt)	5.5	19.4	-	-	~23.0
Specialty Product Sales (Mt)	1.9	7.7	-	-	~9.0
Unit earnings (non-GAAP; earnings ex-ident. items)[1]		*(Full-year actuals and forward annual guidance for unit earnings @ constant price and margin basis[2])*			
Upstream unit earnings ($/oeb)	~$13	~$10	-	-	~$15
Energy Products unit earnings ($/bbl)	~$5	~$2	-	-	~$6
Chemical Products unit earnings ($/T)	~$93	~$215	-	-	~$285
Specialty Products unit earnings ($/T)	~$383	~$295	-	-	~$460
Share buybacks ($B)	$5.1	$19.3	~$20	~$20	-
Cash capex ($B; non-GAAP)	$8.6	$25.6	~$29	$27-$29	$28-$32 ('27-'30)
Structural cost savings ($B; cumulative vs. '19)	$14.3	$12.1	-	-	~$20

[1] Unit earnings based on earnings ex-identified items. Unit earnings for 3Q25 actuals reflects actual prices/margins.
[2] See Corporate Plan constant price and margin assumptions in Sensitivities and Key Assumption in Modeling Toolkit.
See supplemental information for definitions and reconciliations.

Supplemental information

Forward-looking statements contained in this presentation regarding the potential for future earnings, cash flow, cash flow from operations, cash flow from operations ex. identified items, excluding working capital / other, cash flow from operations / asset sales, cash flow growth at constant prices and margins, earnings growth at constant prices and margins, earnings growth at constant prices, earnings growth at constant nominal margins, earnings at constant margins, surplus cash flow, returns, return on average capital employed, reinvestment rates, breakevens, structural cost savings, cash capital expenditures, synergies, and volumes, including statements regarding future earnings potential, earnings growth at constant prices, earnings growth at constant margins, earnings growth at constant prices and margins, cash flow potential, and returns in the Upstream and Product Solutions segments and in our low emissions and other new business investments, are not forecasts of actual future results. These figures are provided to help quantify for illustrative purposes management's view of the potential future markets and results and goals of currently-contemplated management plans and objectives over the time periods shown, calculated on a basis consistent with our internal modeling assumptions. Management plans discussed in this presentation include objectives to invest in new projects and markets, plans to replace natural decline in Upstream production, plans to increase sales in our Energy, Chemical, and Specialty Products segments, the development of a Low Carbon Solutions business, continued high grading of ExxonMobil's portfolio through our ongoing asset management program, both announced and continuous initiatives to improve efficiencies and reduce costs, cash capital expenditures, operating costs, and cash management, and other efforts within management's control to impact future results as discussed in this presentation. We have assumed future demand growth in line with our internal planning basis, and that other factors including factors management does not control, such as applicable laws and regulations (including tax, tax incentives, and environmental laws), technology advancements, interest rates, and exchange rates, remain consistent with current conditions for the relevant periods. These assumptions are not forecasts of actual future market conditions. Capital investment guidance in lower-emissions investments is based on plan; however actual investment levels will be subject to the availability of the opportunity set and focused on returns.

All references to production rates, project capacity, resource size, and acreage are on a net basis, unless otherwise noted. All references to tons refer to metric tons, unless otherwise noted.

Non-GAAP and other measures. With respect to historical periods, definitions and reconciliation information is provided on pages 37 to 49 and in the Frequently Used Terms available under the "Modeling Toolkit" tab on the Investor Relations page of our website at www.exxonmobil.com for certain terms used in this presentation including cash capex; cash flow from operations / asset sales; cash opex excluding energy and production taxes; earnings (loss) excluding identified items; earnings growth at constant prices and margins, earnings growth at constant prices, earnings growth at constant margins, earnings at constant margins, earnings before interest, taxes, depreciation, and amortization; operating costs; return on average capital employed (ROCE); shareholder distributions; structural cost savings; and unit earnings, ex identified items. For future periods, we are unable to provide a reconciliation of forward-looking non-GAAP or other measures to the most comparable GAAP financial measures because the information needed to reconcile these measures is dependent on future events, many of which are outside management's control as described above. Additionally, estimating such GAAP measures and providing a meaningful reconciliation consistent with our accounting policies for future periods is extremely difficult and requires a level of precision that is unavailable for these future periods and cannot be accomplished without unreasonable effort. Forward-looking non-GAAP measures are estimated in a manner consistent with the relevant definitions and assumptions noted above.

Supplemental information

Important information and assumptions regarding certain forward-looking statements. For all price point comparisons, unless otherwise indicated, we assume $65/bbl Brent crude prices, $3/mmbtu Henry Hub gas prices, and $6.5/mmbtu TTF gas prices. Unless otherwise specified, crude prices are Brent prices. These are used for clear comparison purposes and are not necessarily representative of management's internal price assumptions. Crude and natural gas prices for future years are adjusted for inflation (assumption of 2.5%) from 2024. Operating costs and cash capex are also inflated consistent with plans done on a country-by-country basis.

Energy, Chemical, and Specialty Product margins reflect annual historical averages for the 10-year period from 2010—2019 unless otherwise stated.

Lower emissions returns are calculated based on current and potential future government policies based on ExxonMobil projections as of the date of this presentation.

These prices are not intended to reflect management's forecasts for future prices or the prices we use for internal planning purposes.

Unless otherwise indicated, asset sales and proceeds and Corporate and Financing expenses are aligned with our internal planning. Corporate and Financing expenses reflect estimated potential debt levels under various disclosed scenarios.

Our capital allocation plans do not extend beyond 2030. Statements about our businesses that reference periods beyond 2030 are made on a basis consistent with ExxonMobil's Global Outlook, which is publicly available on our website. Actions needed to advance ExxonMobil's 2030 greenhouse gas emission-reductions plans are incorporated into its medium-term business plans, which are updated annually. The reference case for emission-reduction planning beyond 2030 is based on ExxonMobil's Global Outlook research and publication. The Global Outlook is reflective of the existing global policy environment and an assumption of increasing policy stringency and technology improvement to 2050. However, the Global Outlook does not attempt to project the degree of required future policy and technology advancement and deployment for the world, or ExxonMobil, to meet net zero by 2050. As future policies and technology advancements emerge, they will be incorporated into the Global Outlook, and the Company's business plans will be updated accordingly. References to projects or opportunities may not reflect investment decisions made by ExxonMobil or its affiliates. Individual projects or opportunities may advance based on a number of factors, including availability of stable and supportive policy, permitting, technological advancement for cost-effective abatement, insights from the company planning process, and alignment with our partners and other stakeholders. Capital investment guidance in lower emission investments is based on our corporate plan; however, actual investment levels will be subject to the availability of the opportunity set, public policy support, and focused on returns.

ExxonMobil has business relationships with thousands of customers, suppliers, governments, and others. For convenience and simplicity, words such as venture, joint venture, partnership, co-venturer, operated by others, and partner are used to indicate business and other relationships involving common activities and interests, and those words may not indicate precise legal relationships.

Competitor data and ExxonMobil data used for comparisons to competitor data are sourced from publicly available information, Bloomberg, Kayrros, Independent Project Analysis, International Association of Oil & Gas Producers, American Fuel & Petrochemical Manufacturers, and FactSet and are done so consistently for each company in the comparisons. Future competitor data and future ExxonMobil data used for comparison to future competitor data, unless otherwise noted, are sourced from FactSet and have not been independently verified by ExxonMobil or any third party. We note that certain competitors report financial information under accounting standards other than U.S. GAAP (i.e., IFRS).

ExxonMobil reported emissions, reductions, and avoidance performance data are based on a combination of measured and estimated emissions data using reasonable efforts and collection methods. Calculations are based on industry standards and best practices, including guidance from the American Petroleum Institute (API) and Ipieca. There is uncertainty associated with the emissions, reductions, and avoidance performance data due to variation in the processes and operations, the availability of sufficient data, quality of those data, and methodology used for measurement and estimation. Performance data may include rounding. Changes to the performance data may be reported as part of the Company's annual publications as new or updated data and/or emission methodologies become available. We are working to continuously improve our performance and methods to detect, measure and address greenhouse gas emissions. ExxonMobil works with industry, including API and Ipieca, to improve emission factors and methodologies, including measurements and estimates.

See the Cautionary Statement at the front of this presentation for additional information regarding forward-looking statements.

Supplemental information

RECONCILIATION OF 2019 UPSTREAM UNIT EARNINGS

	2019
Earnings (U.S. GAAP)	14.4
Identified items	4.4
Earnings ex. Identified Items (non-GAAP)	**10.0**
Adjustment to 2024 $65 real Brent	(2.5)
Earnings ex. Identified Items, and adjusted to 2024 $65/bbl real Brent (non-GAAP)	**7.5**
Production (Moebd, $65/bbl real Brent)[1]	4.0
Unit earnings ex. identified items ($/oeb, adjusted to 2024 $65/bbl real Brent) [2](non-GAAP)	**~$5**

[1] Production adjusted to $65/bbl real Brent. Differences versus actual production include entitlements and other price-linked volume impacts.
[2] The unit earnings calculation for Upstream ($/oeb) uses total production, which is equal to Production (Moebd) multiplied by the number of days in the period multiplied by 1,000,000.

Supplemental information

RECONCILIATION OF 2024 UNIT EARNINGS

	UPSTREAM	ENERGY PRODUCTS	CHEMICAL PRODUCTS	SPECIALTY PRODUCTS
Earnings (U.S. GAAP)	25.4	4.0	2.6	3.1
Identified items	0.2	0.1	(0.1)	(0.0)
Earnings ex. identified items (non-GAAP)	**25.2**	**4.0**	**2.7**	**3.1**
Adjustment to 2024 $65 real Brent and 10-year average Energy, Chemical, and Specialty Products margins	(9.4)	(0.8)	1.5	(0.8)
Earnings ex. identified items, and adjusted to 2024 $65/bbl real Brent and 10-year average Energy, Chemical, and Specialty Products margins (non-GAAP)	**15.8**	**3.2**	**4.1**	**2.3**
Upstream Production (Moebd, $65/bbl real Brent) [1]; Energy Products refinery throughput – Mbd, Chemical Products sales – Mt, Specialty Products sales – Mt	4.3	3.9	19.4	7.7
Unit earnings ex. identified items ($/oeb, $/bbl, $/ton, $/ton) [1,2,3,4] (non-GAAP)	**~$10**	**~$2**	**~$215**	**~$295**

[1] The unit earnings calculation for Upstream ($/oeb) uses total production, which is equal to Production (Moebd) multiplied by the number of days in the period multiplied by 1,000,000.
[2] The unit earnings calculation for Energy Products ($/bbl) uses total refinery throughput, which is equal to refinery throughput (Mbd) multiplied by the number of days in the period multiplied by 1,000,000.
[3] The unit earnings calculations for Chemical and Specialty Products ($/ton) uses total sales volume, which is equal to Sales Volume (Mt) multiplied by 1,000,000.
[4] The unit earnings calculation is rounded to nearest dollar (Upstream, Energy Products) or five dollars (Chemical Products, Specialty Products), and is adjusted to 2024 $65 real Brent and 10-year average Energy, Chemical, and Specialty Products margins.
Billions of dollars unless specified otherwise.
Due to rounding, numbers may not add.

Supplemental information

RECONCILIATION OF 2024 EARNINGS GROWTH AT CONSTANT PRICES AND MARGINS

	U/S	PRODUCT SOLUTIONS			CORP & FIN	2024
		ENERGY PROD	CHEMICAL PROD	SPECIALTY PROD		
Earnings (U.S. GAAP)	25.4	4.0	2.6	3.1	(1.4)	33.7
Identified Items[1]	0.2	0.1	(0.1)	(0.0)	0.0	0.2
Earnings ex. Identified Items (non-GAAP)	**25.2**	**4.0**	**2.7**	**3.1**	**(1.4)**	**33.5**
Adjustment to 2024 $65 real Brent and 10-year average Energy, Chemical, and Specialty Products margins	(9.4)	(0.8)	1.4	(0.8)	0.0	(9.6)
Earnings ex. Identified Items and adjusted to 2024 $65 real Brent and 10-year average Energy, Chemical, and Specialty Products margins (non-GAAP), or as labeled "2024 Earnings growth at constant prices and margins"	**15.8**	**3.2**	**4.1**	**2.3**	**(1.4)**	**24.0**

The 2024 reconciliation provides the baseline for measuring future growth at constant prices and margins under the current plan.

1. Identified items in 2024 include asset management, impairments, and Tax / Other items. Due to rounding, numbers presented above may not add up precisely to the totals indicated.

Supplemental information

RECONCILIATION OF 2024 CASH FLOW (CFO) GROWTH AT CONSTANT PRICES AND MARGINS

	2024
Earnings (U.S. GAAP)	33.7
Identified Items[1]	0.2
Earnings ex. identified Items (non-GAAP)	**33.5**
Adjustment to 2024 $65 real Brent and 10-year average Energy, Chemical, and Specialty Products margins	(9.6)
Earnings ex. identified Items and adjusted to 2024 $65 real Brent and 10-year average Energy, Chemical, and Specialty Products margins (non-GAAP)	**24.0**
Plus depreciation, ex. identified items[1]	23.0
Cash flow from operating activities, ex. identified items (excluding working capital / other) and adjusted to 2024 $65 real Brent and 10-year average Energy, Chemical, and Specialty Products margins (non-GAAP), or as labeled "2024 Cash flow (CFO) growth at constant prices and margins"	**47.0**

The 2024 reconciliation provides the baseline for measuring future growth at constant prices and margins under the current plan. For clarity, Cash flow growth at constant prices and margins excludes working capital / other.

1. Identified items in 2024 include asset management, impairments, and Tax / Other items. Due to rounding, numbers presented above may not add up precisely to the totals indicated.

Supplemental information

RECONCILIATION OF 2010-2019 EARNINGS AND CASH FLOW FROM OPERATIONS

	2010	2011	2012	2013	2014
Earnings (U.S. GAAP)	30.5	41.1	44.9	32.6	32.5
Identified Items[1]	--	--	--	--	--
Earnings ex. Identified Items	**30.5**	**41.1**	**44.9**	**32.6**	**32.5**
Depreciation, ex. identified items[1]	14.8	15.6	15.9	17.2	17.3
Cash flow from operating activities, ex. Identified items (excluding working capital / other)	**45.2**	**56.6**	**60.8**	**49.8**	**49.8**

	2015	2016	2017	2018	2019
Earnings (U.S. GAAP)	16.2	7.8	19.7	20.8	14.3
Identified Items[1]	--	--	--	--	(4.7)
Earnings ex. Identified Items	**16.2**	**7.8**	**19.7**	**20.8**	**9.6**
Depreciation, ex. identified items[1]	18.0	22.3	19.9	18.7	19.0
Cash flow from operating activities, ex. Identified items (excluding working capital / other)	**34.2**	**30.1**	**39.6**	**39.6**	**28.6**

1. Identified items in 2019 include Gain/(loss) on sale of assets ($3.7 billion) and Tax-related items ($1.1 billion). Prior to 2019 the corporation did not report identified items.
Billions of dollars unless specified otherwise.
Due to rounding, numbers presented above may not add up precisely to the totals indicated.

Supplemental information

RECONCILIATION OF 2010-2019 CASH CAPEX

	2010	2011	2012	2013	2014	2015	2016
Additions to property, plant and equipment	26.9	31.0	34.3	33.7	33.0	26.5	16.2
Net investments and advances	0.1	2.5	(1.0)	3.3	(1.7)	(0.2)	0.5
Less: inflows from noncontrolling interests for major projects	--	--	--	--	--	--	--
Total cash capital expenditures (non-GAAP)	27.0	33.4	33.3	37.0	31.2	26.3	16.7

	2017	2018	2019
Additions to property, plant and equipment	15.4	19.6	24.4
Net investments and advances	3.4	1.0	2.4
Less: inflows from noncontrolling interests for major projects	--	--	(0.5)
Total cash capital expenditures (non-GAAP)	18.8	20.6	26.3

Cash capital expenditures (cash capex) (non-GAAP). Sum of Additions to property, plant and equipment; additional investments and advances; and other investing activities including collection of advances; reduced by inflows from noncontrolling interests for major projects, each from the Consolidated Statement of Cash Flows, and for 2026+ excludes advances and collections not related to capital expenditures or equity investments, for example, supply and marketing related advances and associated collections. The company believes it is a useful measure for investors to understand the cash impact of investments in the business, which is in line with standard industry practice.

Billions of dollars unless specified otherwise.
Due to rounding, numbers presented above may not add up precisely to the totals indicated.

Supplemental information

CALCULATION OF STRUCTURAL COST SAVINGS

	2019	2024	YTD 3Q24	YTD 3Q25	
Components of operating costs					
From ExxonMobil's Consolidated statement of income (U.S. GAAP)					
Production and manufacturing expenses	36.8	39.6	28.8	30.3	
Selling, general and administrative expenses	11.4	10.0	7.4	8.1	
Depreciation and depletion (includes impairments)	19.0	23.4	16.9	18.3	
Exploration expenses, including dry holes	1.3	0.8	0.6	0.5	
Non-service pension and postretirement benefit expense	1.2	0.1	0.1	0.3	
Subtotal	**69.7**	**74.0**	**53.7**	**57.4**	
ExxonMobil's share of equity company expenses (non-GAAP)	9.1	9.6	7.1	7.8	
Total adjusted operating costs (non-GAAP)	**78.8**	**83.6**	**60.8**	**65.3**	
Less:					
Depreciation and depletion (includes impairments)	19.0	23.4	16.9	18.3	
Non-service pension and postretirement benefit expense	1.2	0.1	0.1	0.3	
Other adjustments (includes equity company depreciation and depletion)	3.6	3.7	2.5	3.7	
Total cash operating expenses (cash opex) (non-GAAP)	**55.0**	**56.4**	**41.3**	**43.0**	
Energy and production taxes (non-GAAP)	11.0	13.9	10.3	11.2	
Total cash operating expenses (cash opex) excluding energy and production taxes (Non-GAAP)	44.0	42.5	31.0	31.8	
		vs. 2019		**vs. 2024**	**Cumulative**
	Change:	**-1.5**		**+0.8**	
	Market	**+4.0**		**+0.5**	
	Activity/Other	**+6.6**		**+2.5**	
	Structural cost savings	**-12.1**		**-2.2**	**-14.3**

Billions of dollars unless specified otherwise.
Due to rounding, numbers presented above may not add up precisely to the totals indicated.

Supplemental information

PRICING BASIS FOR TOTAL ADDRESSABLE MARKET INFORMATION

PRODUCTS	PRICING & MARGIN REFERENCE
Gasoline (excluding bio)	S&P Global Commodity Insights USGC Price and crack spreads and third party cost estimates
Diesel (excluding bio)	S&P Global Commodity Insights USGC Price and crack spreads and third party cost estimates
Jet / Kerosene (excluding bio)	S&P Global Commodity Insights USGC Price and crack spreads and third party cost estimates
Biofuels	S&P Global Commodity Insights USGC Price and crack spreads and third party cost estimates
Natural Gas	$3/MMBTU Henry Hub & LNG: 13% slope @ $65 Brent
Lubricants	S&P Global Commodity Insights Basestocks + third party margin estimates
Carbon Capture & Sequestration	United States IRA pricing and third party margin estimates
Low Carbon Hydrogen	S&P Global Commodity Insights Grey H2 pricing with internal margin estimates
Lithium	Benchmark Mineral Intelligence and third party margin estimates
Polyethylene	Chemical Market Analytics price and internal margin estimates
Performance Polyethylene	S&P Global Commodity Insights OL Price and margin with internal product premium estimates
Polypropylene	Chemical Market Analytics price and internal margin estimates
Paraxylene	Chemical Market Analytics price and margin estimates
Proxxima™ systems	Third party marketing assessments and internal margin estimates
Carbon Materials	Third party marketing assessments and internal margin estimates

Prices have generally been escalated using 2.5% / year to get to 2030/2050 pricing

Supplemental information

DEFINITIONS AND NON-GAAP FINANCIAL MEASURE RECONCILIATIONS

Advantaged assets (advantaged growth projects). When used in reference to our Upstream business, includes Permian, Guyana, and LNG.

Advantaged projects. Capital projects and programs of work that contribute to Energy, Chemical, and/or Specialty Products segments that drive integration of segments/businesses, increase yield of higher value products, or deliver higher than average returns.

Base portfolio (base). In our Upstream segment, refers to assets (or volumes) other than advantaged assets (or volumes from advantaged assets). In our Energy Products segment, refers to assets (or volumes) other than advantaged projects (or volumes from advantaged projects). In our Chemical Products and Specialty Products segments refers to volumes other than high-value products volumes.

Capital employed (non-GAAP). Measure of net investment. When viewed from the perspective of how the capital is used by the businesses, it includes ExxonMobil's net share of property, plant and equipment, and other assets, less liabilities, excluding both short-term and long-term debt. When viewed from the perspective of the sources of capital employed in total for the Corporation, it includes our share of total debt and equity. Both of these views include our share of amounts applicable to equity companies, which we believe should be included to provide a more comprehensive measure of capital employed. Capital employed is a component of Return on average capital employed (see definition on page 48), which we view as one of the best measures of historical capital productivity in our capital-intensive, long-term industry.

Cash capital expenditures (cash capex) (non-GAAP). See definition on page 42.

Cash flows from operations / asset sales (non-GAAP). Sum of the net cash provided by operating activities and proceeds associated with sales of subsidiaries, property, plant and equipment, and sales and returns of investments from the Consolidated Statement of Cash Flows. This cash flow reflects the total sources of cash both from operating our assets and from the divesting of assets. We employ a long-standing and regular disciplined review process to ensure that assets are contributing to the Corporation's strategic objectives. We divest assets when they are no longer meeting these objectives or are worth considerably more to others. Because of the regular nature of this activity, we believe it is useful for investors to consider proceeds associated with asset sales together with cash provided by operating activities when evaluating cash available for investment in the business and financing activities, including shareholder distributions.

Cash flow from operations (cash flow from operating activities) ex. identified items, excluding working capital / other (non-GAAP). Net cash provided by operating activities, excluding identified items, less changes in operational working capital, excluding cash and debt, and all other items – net. Management believes this measure is useful when evaluating cash available for investment in the business and financing activities as operational working capital, excluding cash and debt, and all other items – net can vary quarter-to-quarter due to volatility and changing needs of the corporation. Cash flow from operations ex. identified items, excluding working capital / other is not meant to be viewed in isolation or as a substitute for net cash provided by operating activities.

Cash flow (CFO) growth at constant prices and margins (additional cash flow at constant price and margins) (non GAAP). Represents the cash flow growth at constant prices and nominal margins under current plans to 2030 from a 2024 baseline. For clarity, cash flow from operations excludes identified items and working capital / other. Please see page 40 for a reconciliation of 2024 cash flow growth at constant prices and nominal margins to 2024 GAAP actuals. This measure is useful for investors to understand the growth in cash flow that management expects for the corporation, on a normalized price basis, and the company believes it is useful for investors to consider these numbers excluding working capital and other to better evaluate the underlying performance of the company's business.

Cash operating expenses (cash opex) excluding energy and production taxes (non-GAAP). Subset of total operating costs that are stewarded internally to support management's oversight of spending over time. This measure is useful for investors to understand our efforts to optimize cash through disciplined expense management for items within management's control.

Supplemental information

DEFINITIONS AND NON-GAAP FINANCIAL MEASURE RECONCILIATIONS

Compound annual growth rate (CAGR). Represents the consistent rate at which an investment or business result would have grown had the investment or business result compounded at the same rate each year.

Consensus Cash Flow from Operations (Consensus CFO). Refers to the average estimate of cash flow from operations for a respective company and year, as collected by FactSet (unless otherwise stated), as of December 1, 2025.

Consensus Free Cash Flow (Consensus FCF). Refers to average estimate of cash flow from operations, less the average estimate of the company's capital expenditures, for a respective company and year, as collected by FactSet for each metric (unless otherwise stated), as of December 1, 2025.

Debt capacity. Debt capacity includes available borrowing capacity up the mid-point of a 20-25% debt-to-capital range.

Debt to capital (debt-to-capital, debt-to-capital ratio, leverage). Total debt / (Total debt + Total equity). Total debt is the sum of (1) Notes and loans payable and (2) Long-term debt, as reported in ExxonMobil's Form 10-Qs and 10-Ks. Debt-to-capital for IOCs and large-cap industrials sourced and calculated from equivalent Bloomberg data.

Divestments. Refers to asset sales; results include associated cash proceeds and production impacts, as applicable, and are consistent with our internal planning.

Earnings (loss) excluding identified Items (earnings ex. ident. items) (non-GAAP). Earnings (loss) excluding individually significant non-operational events with, typically, an absolute corporate total earnings impact of at least $250 million in a given quarter. The earnings (loss) impact of an Identified Item for an individual segment may be less than $250 million when the item impacts several periods or several segments. Earnings (loss) excluding Identified Items does include non-operational earnings events or impacts that are generally below the $250 million threshold utilized for Identified Items. When the effect of these events is significant in aggregate, it is indicated in analysis of period results as part of quarterly earnings press release and teleconference materials. Management uses these figures to improve comparability of the underlying business across multiple periods by isolating and removing significant non-operational events from business results. The Corporation believes this view provides investors increased transparency into business results and trends and provides investors with a view of the business as seen through the eyes of management. Earnings (loss) excluding Identified Items is not meant to be viewed in isolation or as a substitute for net income (loss) attributable to ExxonMobil as prepared in accordance with U.S. GAAP. Reconciliations to earnings for relevant periods are shown on pages 37 to 41.

Earnings at constant margins (earnings at constant nominal margins) (non-GAAP). Represents the earnings at constant nominal margins under current plans to 2030 from a 2024 baseline for our EMPS segments. Please see page 39 for a reconciliation of 2024 earnings at constant nominal margins to 2024 GAAP actuals. Earnings at constant nominal margins exclude identified items and is adjusted to 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. Management believes this measure is useful for investors to understand the earnings, excluding identified items, projected in our corporate plan related to our EMPS businesses, on a normalized price basis.

Earnings growth at constant prices (non-GAAP). Represents the earnings growth at constant prices under current plans to 2030 from a 2024 baseline for our Upstream segment. Please see page 39 for a reconciliation of 2024 actuals at constant prices to 2024 GAAP actuals. Earnings growth at constant prices excludes identified items and is adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%). Management believes this measure is useful for investors to understand the growth in earnings projected in our corporate plan related to our Upstream business, on a normalized price basis.

Supplemental information

DEFINITIONS AND NON-GAAP FINANCIAL MEASURE RECONCILIATIONS

Earnings growth at constant margins (earnings growth at constant nominal margins) (non-GAAP). Represents the earnings growth at constant nominal margins under current plans to 2030 from a 2024 baseline for our EMPS segments. Please see page 39 for a reconciliation of 2024 actuals at constant nominal margins to 2024 GAAP actuals. Earnings growth at constant nominal margins exclude identified items and is adjusted to 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. Management believes this measure is useful for investors to understand the growth in earnings projected in our corporate plan related to our EMPS businesses, on a normalized price basis.

Earnings growth at constant prices and margins (additional earnings at constant price and margins) (non-GAAP). Represents the earnings growth at constant prices and nominal margins under current plans to 2030 from a 2024 baseline. Please see page 39 for a reconciliation of 2024 earnings growth at constant prices and nominal margins to 2024 GAAP actuals. Earnings growth at constant prices and nominal margins exclude identified items and is adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. Management believes this measure is useful for investors to understand the growth in earnings projected in our plan for the corporation, on a normalized price basis.

Earnings before interest, taxes, depreciation, and amortization (EBITDA) (non-GAAP). Refers to earnings with the effects of interest, income tax, depreciation, depletion, and amortization expenses removed. Management believes this metric is useful as it approximates the earnings generated by a company's assets without the overlay of capital structure, tax regime, and depreciation, depletion, and amortization accounting when comparing across companies.

High-value products. Includes performance products and lower-emissions fuels.

Industry-leading results (leading shareholder value, leading cash flow). Includes our leadership in metrics such as earnings, cash flow, dividends paid, share buybacks, and total shareholder return versus the IOCs. Similar terms, such as industry-leading performance or industry-leading shareholder value, refer to our leadership versus the IOCs in metrics such as production or individual terms such as return on capital employed and total shareholder return as applicable in the context presented.

IOCs. Unless stated otherwise, IOCs include each of BP, Chevron, Shell, and TotalEnergies.

Lower-emission fuels. Fuels with lower life cycle emissions than conventional transportation fuels for gasoline, diesel, and jet transport.

Net debt to capital (net debt-to-capital, net-debt-to-capital ratio). Defined as "net debt / (net debt + Total equity)" where net debt is total debt net of Cash and cash equivalents, excluding restricted cash. Total debt is the sum of (1) Notes and loans payable and (2) Long-term debt, as reported in ExxonMobil's Form 10-Qs and 10-Ks. Net-debt-to-capital for IOCs and large-cap industrials sourced and calculated from equivalent Bloomberg data.

Operating costs (Opex) (non-GAAP). Operating costs are the costs during the period to produce, manufacture, and otherwise prepare the company's products for sale – including energy, staffing, and maintenance costs. They exclude the cost of raw materials, taxes, and interest expense and are on a before-tax basis. While ExxonMobil's management is responsible for all revenue and expense elements of net income, operating costs, as defined above, represent the expenses most directly under management's control, and therefore believes this metric is useful for investors and ExxonMobil management in evaluating management's performance. For information concerning the calculation and reconciliation of operating costs see the table on page 43.

Supplemental information

DEFINITIONS AND NON-GAAP FINANCIAL MEASURE RECONCILIATIONS

Performance products (performance polyethylene, performance chemicals, performance lubricants). Refers to products that provide differentiated performance for multiple applications through enhanced properties versus commodity alternatives and bring significant additional value to customers and end-users.

Pipeline and storage network. Network of CO_2 pipelines and storages sites designed to transport captured CO_2 from industrial or emissions sources to storage sites, enabling large-scale decarbonization for hard-to-abate sectors like manufacturing, power generation, and refining.

Project. The term "project" as used in this presentation can refer to a variety of different activities and does not necessarily have the same meaning as in any government payment transparency reports. Projects or plans may not reflect investment decisions made by ExxonMobil or its affiliates. Individual opportunities may advance based on a number of factors, including availability of stable and supportive policy, permitting, technological advancement for cost effective abatement, insights from the Company planning process, and alignment with our partners and other stakeholders. We may refer to these opportunities as projects in external disclosures at various stages throughout their progression.

Reinvestment rate (non-GAAP). Reinvestment rate is calculated as cash capex divided by cash flow from operations ex. identified items, excluding working capital / other. For reconciliations of historic cash flow from operations ex. identified items, excluding working capital / other, see page 41, and for reconciliations of historic cash capex, see page 41. Management believes this metric is useful for evaluating the capital investment profile of the corporation in the context of annual cash generation.

Return on average capital employed (ROCE, return on capital employed) (non-GAAP). A performance measure ratio. From the perspective of the business segments, ROCE is annual business segment earnings divided by average business segment capital employed (average of beginning and end-of-year amounts). These segment earnings include ExxonMobil's share of segment earnings of equity companies, consistent with our capital employed definition, and exclude the cost of financing. The Corporation's total ROCE is net income attributable to ExxonMobil excluding the after-tax cost of financing, divided by total corporate average capital employed. The Corporation has consistently applied its ROCE definition for many years and views it as one of the best measures of historical capital productivity in our capital-intensive, long-term industry. Additional measures, which are more cash flow based, are used to make investment decisions.

Returns, rate of return, investment returns, project returns, IRR. Unless referring specifically to ROCE or external data, references to returns, rate of return, IRR, and similar terms mean future discounted cash flow returns on future capital investments based on current company estimates. Investment returns exclude prior exploration and acquisition costs.

Shareholder distributions (distributions to shareholders). The corporation distributes cash to shareholders in the form of both dividends and share purchases. Shares are acquired to reduce shares outstanding and to offset shares or units settled in conjunction with company benefit plans and programs. For the purposes of calculation distributions to shareholders, the Corporation only includes the cost of those shares acquired to reduce shares outstanding.

Supplemental information

DEFINITIONS AND NON-GAAP FINANCIAL MEASURE RECONCILIATIONS

Structural cost savings (structural cost reductions, structural cost efficiencies, structural efficiencies, structural cost improvements). Structural cost savings describe decreases in cash opex excluding energy and production taxes as a result of operational efficiencies, workforce reductions, divestment-related reductions, and other cost-savings measures, that are expected to be sustainable compared to 2019 levels. Relative to 2019, estimated cumulative structural cost savings totaled $14.3 billion, which included an additional $2.2 billion in the nine months of 2025. The total change between periods in expenses will reflect both structural cost savings and other changes in spend, including market drivers, such as inflation and foreign exchange impacts, as well as changes in activity levels and costs associated with new operations, mergers and acquisitions, new business venture development, and early-stage projects. Structural cost savings from new operations, mergers and acquisitions, and new business venture developments are included in the cumulative structural cost savings. Estimates of cumulative annual structural cost savings may be revised depending on whether cost reductions realized in prior periods are determined to be sustainable compared to 2019 levels. Structural cost savings are stewarded internally to support management's oversight of spending over time. This measure is useful for investors to understand our efforts to optimize spending through disciplined expense management. For information concerning the calculation and reconciliation of operating costs see the table on page 43.

Synergies. Synergies refer to pre-tax increases in cash flow due to factors such as higher resource recovery, lower development costs, lower operating costs, among others.

Total shareholder return (TSR, shareholder returns, shareholder value). For the purposes of this disclosure, total shareholder return is as defined by FactSet and measures the change in value of an investment in common stock over a specified period of time, assuming dividend reinvestment. For this purpose, FactSet assumes dividends are reinvested in stock at market prices on the ex-dividend date. Unless stated otherwise, total shareholder return is quoted on an annualized basis.

Unit earnings ex. identified items (non-GAAP). In our Upstream segment, refers to earnings excluding identified items divided by oil-equivalent production. In our Energy Products segment, refers to earnings excluding identified items divided by refinery throughput. In our Chemical Products and Specialty Products segments refers to earnings excluding identified items divided by sales volumes. Earnings excluded identified items are adjusted to 2024 $65 real Brent and 10-year average Energy, Chemical, and Specialty Products margins. See pages 37 and 38 for reconciliations of historic unit earnings, ex. identified items. Management believes this measure is useful for investors to understand the earnings for our Upstream, Energy Products, Chemical Products, and Specialty Products businesses on a per-oil equivalent barrel, per barrel of throughput, or per metric ton of sales volume, when analyzing our efficiency and profitability relative to historic periods and to competitors.

Unit earnings growth ex. identified items (unit earnings growth) (non-GAAP). Refers to the growth in unit earnings, ex. identified items under current plans to 2030 from a 2024 baseline. Management believes this measure is useful for investors to understand the growth in earnings for our Upstream, Energy Products, Chemical Products, and Specialty Products businesses on a per-oil equivalent barrel, per barrel of throughput, or per metric ton of sales volume, when analyzing our efficiency and profitability relative to historic periods and to competitors.

Supplemental information

Page 3

1) Industry-leading execution demonstrated by safety history. Our workforce Lost-Time Incident Rate for 2020-2024 was 0.02 per 200,000 work hours , based on full-year performance data. Performance data may include rounding. Incidents include injuries and illnesses. ExxonMobil workforce includes employees, contractors, and recent acquisitions (Denbury data beginning November 2, 2023, and Pioneer data beginning May 3, 2024). Industry benchmark: International Association of Oil & Gas Producers (IOGP) safety performance indicators and American Fuel & Petrochemical Manufacturers (AFPM) Report of Occupational Injuries and Illnesses are the Upstream and Downstream industry benchmarks, respectively. See publicly available industry data for industry peer comparators Chevron, Shell, and TotalEnergies reported on a per million hour work basis and converted to 200,000 work hour basis for comparison. Industry-leading execution further defined by Global Projects. ExxonMobil analysis of projects funded since formation of ExxonMobil Global Projects organization in 2019 using historical benchmarking results from Independent Project Analysis (IPA).

   Industry-leading cost management defined as cumulative structural cost savings since 2019 when compared to all other IOCs combined, based on publicly available data.

2) Leading total shareholder returns for the 5-year period from 12/1/2020 versus each IOC, as of 12/1/2025. Sourced from FactSet.

Page 4

1) Earnings growth at constant prices and margins and Cash flow growth at constant prices and margins each exclude identified items and are adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. For clarity, cash flow from operations also excludes identified items, and working capital/other. See reconciliations on page 39 and page 40.
2) Return on capital employed is adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. It also assumes a $5 billion minimum cash balance. See definition on page 48.
3) Refers to percentage of production from advantaged assets (see definition on page 45).

Page 4 (cont'd)

4) Intensity is calculated as emissions per metric ton of throughput/production. ExxonMobil reported emissions, reductions, and avoidance performance data are based on a combination of measured and estimated emissions data using reasonable efforts and collection methods. Calculations are based on industry standards and best practices, including guidance from the American Petroleum Institute (API) and Ipieca. There is uncertainty associated with the emissions, reductions, and avoidance performance data due to variation in the processes and operations, the availability of sufficient data, quality of those data, and methodology used for measurement and estimation. Performance data may include rounding. Changes to the performance data may be reported as part of the Company's annual publications as new or updated data and/or emission methodologies become available. We are working to continuously improve our performance and methods to detect, measure and address greenhouse gas emissions. ExxonMobil works with industry, including API and Ipieca, to improve emission factors and methodologies, including measurements and estimates. ExxonMobil's plans regarding expected GHG emissions reductions by 2030 can be found in our 2025 Advancing Climate Solutions report.

Page 5

1) Represents positions impacted by transformation, not including site operations.

Page 7

1) Total Addressable Markets derived from our 2025 Global Outlook, other internal assessments, and third-party projections. Does not necessarily reflect our internal plans or assumptions. See page 44 for the sources, prices, and margins references used.

Supplemental information

Page 8

1) Represents total corporate cash capex divided by cash flow from operations excluding identified items and working capital / other from 2026 through 2030. Cash flow from operations excluding identified items and working capital/other is adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019.
2) Major investments represents investments over $500 million that are expected to start up between 2026 and 2030. Includes pre-2026 cash capex spend on these investments, except for certain work programs and businesses, including the Permian work program, which are limited to cash capex between 2026-2030.
3) Represents ExxonMobil analysis of estimated cumulative earnings contribution from 2026 through 2030 for projects over $500 million that are expected to start up between 2026 and 2030 adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. Note that the estimated contributions are limited to the time in the 2026-2030 period post-start-up.
4) Full-life major investment returns are calculated using discounted cash flow and are based on ExxonMobil internal project plans for investments over $500 million that are expected to start up between 2026 and 2030 and the Permian work program. Calculations include internal project plan price assumptions.

Page 9

1) Actual and consensus cash flow from operations data for 2019 and 2025E sourced from FactSet, as of December 1, 2025. Companies for which a CAGR could not be computed due to negative full-year cash flow from operations in 2019 are excluded.
2) 5-year adjusted betas vs S&P500 sourced from Bloomberg as of December 1, 2025. Data only includes companies who were publicly traded during the entire 5-year period from December 1, 2020 through December 1, 2025.
3) Net debt-to-capital based on latest reported actuals as of December 1, 2025 and sourced from Bloomberg. Companies with calculated net debt-to-capital in excess of 100% were excluded. Companies with negative net debt were shown as 0% for simplicity.

Page 9 (cont'd)

4) EV / EBITDA multiples are calculated as enterprise value divided by 2026E EBITDA, both sourced from FactSet, and as of December 1, 2025.
5) Large-cap industrials refers to companies in the S&P Industrials sector with a market capitalization >$100 billion as of December 1, 2025

Page 11

1) Earnings growth at constant prices and margins exclude identified items and is adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. See reconciliation on page 39.
2) Cash flow (CFO) growth at constant prices and margins excludes identified items and working capital/other and is adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019. See reconciliation on page 40.

Page 12

1) Earnings growth at constant prices excludes identified items and is adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%). See reconciliation on page 39.
2) $5 billion of additional earnings growth refers to >$14 billion in earnings growth expected from 2024 to 2030, compared to ~$9 billion in earnings growth expected from 2024 to 2030 at the same price basis shared during Corporate Plan Update on December 9, 2024.

Page 13

1) ~20% higher recovery demonstrated so far based on ExxonMobil internal data of offset wells from large cube development with lightweight proppant and standard proppant deployed in Martin County, TX with 8 months of actual production data. By 2030, we expect ~50% higher recovery vs. 2019 – on path to double recovery.
2) 8 months of actual production data; time normalized from day 0 of production for each well. Wells completed with lightweight proppant from October 2024 – May 2025 and wells completed with standard proppant from December 2024 – July 2025.

Supplemental information

Page 14

1) Based on ExxonMobil analysis of Kayrros data as of 09/2025. Top 5 Peers include COP, CVX, FANG, OVV, OXY.
2) Based on ExxonMobil analysis of Kayrros data as of 09/2025. Top 5 Peers include CVX, DVN, EOG, OXY, PR.
3) Based on ExxonMobil analysis of Kayrros data as of 09/2025 normalized to 95% simulfrac fleet mix. Top 5 Peers include COP, CVX, FANG, OVV, SM.
4) Lower drilling and completions cost by 2030 compared to 2019, $/lateral foot.
5) Breakeven based on cost-of-supply to generate a minimum 10 percent return on a money-forward basis. Based on 2026-2030 new Permian investments.
6) 2x increase in Pioneer synergies based on current estimate compared to original deal basis shared on October 11, 2023 (Merger of ExxonMobil and Pioneer).

Page 15

1) Earnings growth at constant margins exclude identified items and are adjusted to 10-year average Energy, Chemical and Specialty Product margins, which refer to the average of annual margins from 2010-2019. See reconciliation on page 39.

Page 16

1) "End-to-end CCS system" entails integration of CO_2 capture, transportation, and storage. Based on contracts starting in 2025, subject to additional investment by ExxonMobil, and receipt of government permitting for carbon capture and storage projects.
2) Subject to additional investment by ExxonMobil and implementation of supportive government policy, including government permitting for carbon capture and storage projects.

Page 17

1) New businesses earnings potential is based on internal assessment of ExxonMobil's ability to capture Total Addressable Market potential. Roughly $13 billion of earnings potential by 2040 is subject to additional investment by ExxonMobil.

Page 18

1) Cash flow from operations excludes identified items and working capital/other and is adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%) and 10-year average Energy, Chemical, and Specialty Product margins which refer to the average of annual margins from 2010-2019.
2) Lower emissions cash capex includes cash capex attributable to carbon capture and storage, hydrogen, lithium, biofuels, Proxxima™ systems, carbon materials, and activities to lower ExxonMobil's emissions and/or third party (3P) emissions.

Page 19

1) 2024 $55, $65, and $85 Brent, adjusted for inflation; 10-year average Energy, Chemical, and Specialty Product margins from 2010-2019. All crude and natural gas prices for future years are adjusted for inflation from 2024. In the $55 Brent case, we assume $2/mmbtu Henry Hub gas prices. In the $65 Brent case, we assume $3/mmbtu Henry Hub gas prices. In the $85 Brent case, we assume $5/mmbtu Henry Hub gas prices. Any decisions on future dividend levels are at the discretion of the Board of Directors. This chart assumes dividends are held flat relative to 4Q25 levels. 3Q25 cash balance excludes $5 billion minimum cash assumption.
2) Debt capacity is an estimate of additional debt that can be incurred for debt-to-capital to reach 22.5% and assumes a minimum cash balance of $5 billion.
3) Cash capex & other is the sum of cash capex (see definition on page 42) and the following items: cash dividends to noncontrolling interests, changes in noncontrolling interest, and advances and collections not related to capital expenditure or equity investments. These items are included for completeness but are immaterial to the overall cash capex & other total.
4) Average breakeven based on cash flow from operations (excluding identified items and working capital/other) and asset sales, adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%), utilizing average 10-year average Energy, Chemical, and Specialty Products margins. Breakevens can fluctuate based on changing market conditions, including, but not limited to, price and margin changes. Dividends to shareholders and cash capex & other are subtracted. The cash capex & other factor includes changes in non-controlling interests. The remainder is divided by an assumption of a change in after-tax earnings for every $1/bbl change in oil price and subtracted from the Brent price in that year to estimate the breakeven. Average Energy, Chemical, and Specialty Products margins refer to the average of annual margins from 2010-2019.

Supplemental information

Page 20
1) Referring to Consensus Cash Flow from Operations (see page 46 for definition). Data sourced from FactSet as of December 1, 2025. ExxonMobil leads IOCs in absolute Consensus Cash Flow from Operations, and CAGR of Consensus Cash Flow from Operations for the time period shown.
2) Referring to Consensus Free Cash Flow (see page 46 for definition). Data sourced from FactSet as of December 1, 2025. ExxonMobil leads IOCs in absolute Consensus Free Cash Flow.

Page 24
1) Buyback program assumes continued reasonable market conditions.

Page 25
1) Production adjusted to $65/bbl real Brent. Differences versus actual production include entitlements and other price-linked volume impacts.
2) Advantaged project earnings contribution exclude identified items and are adjusted to 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019.
3) Unit earnings exclude identified items and are adjusted to 2024 $65/bbl real Brent (assumes annual inflation of 2.5%).
4) Earnings exclude identified items and are adjusted to the 10-year average Energy, Chemical, and Specialty Product margins, which refer to the average of annual margins from 2010-2019.

Page 26
1) Earnings growth at constant nominal margins on a 10-year average Energy Products margin basis (2010-2019). Earnings excludes identified items. See reconciliation on page 39.

Page 27
1) Earnings growth at constant nominal margins on a 10-year average Chemical Products margin basis (2010-2019). Earnings exclude identified items. See reconciliation on page 39.

Page 28
1) Earnings growth at constant nominal margins on a 10-year average Specialty Products margin basis (2010-2019). Earnings exclude identified items. See reconciliation on page 39.

Page 29
1) Net debt-to-capital sourced from Bloomberg as of December 1, 2025, for 3Q2025. ExxonMobil had the lowest Net debt-to-capital among IOCs.
2) Buyback program assumes continued reasonable market conditions.